GREEN MARKETING AS STRAGETIC INITIATIVES IN A HOTEL INDUSTRY

A THESIS

Presented as Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Management Department

By:

ARUM KAMALA

Student Number: 14311655

DEPARTMENT OF MANAGEMENT
INTERNATIONAL PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA
2018

GREEN MARKETING AS STRAGETIC INITIATIVES IN A HOTEL INDUSTRY

A BACHELOR DEGREE THESIS

By:

ARUM KAMALA

Student Number: 14311655

Board of Examiners

Examiner I

Anas Hidayat, Drs., M.B.A., Ph.D.
NIK: 883110102

February 14th , 2018

Examiner II

RR. Ratna Roostika, S.E., MAC., PhD.
NIK: 113110409

February 14th , 2018

Yogyakarta,

International Program
Faculty of Economics
Universitas Islam Indonesia
Dean

(Dr. Drs. Dwipraptono Agus Harjito, M.Si.)

GREEN MARKETING AS STRAGETIC INITIATIVES IN A HOTEL INDUSTRY

Written By:

ARUM KAMALA

Student Number: 14311655

Approved by

Content Advisor,

RR. Ratna Roostika, S.E., MAC., PhD. February 7th, 2018

Language Advisor,

Nina Fitriana, MA. . February 7th, 2018

DECLARATION OF AUTHENTICITY

Here in I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, February 7th, 2018

Aruna Kamala

ACKNOWLEDGMENTS

Asssalamualaikum Wr. Wb.

Alhamdulillahi rabbil'alamin, the researcher would like to give the highest praise to Allah SWT, who made overflow much of His pleasures for me start with healthy, comfort and save feeling, and the opportunity to finish this thesis with the tittle ―Green Marketing as Strategic Initiatives in a Hotel Industry‖. This thesis writing is one of the requirements to finish the study and to get an undergraduate degree in Marketing Study, Department of Management, Faculty of Economics, Universitas Islam Indonesia.

The preparation of this research is not separated from the encouragement and the support from several parties. In this occasion, the researcher wants to give thanks to:

1. Allah SWT, thank you for everything You gave me, no matter how many things I try to list, at the end of the day, I cannot even come close to thanking you enough. Subhanallah!
2. Prophet Muhammad SAW, thank you for being a great figure and for bringing us to the bright era. Thank you for inspiring me alot.
3. Mr. Anas Hidayat, Drs., M.B.A., Ph.D. as the Head of Business and Economics Department, International Program UII and Mr. Rokhedi Priyo Santoso, S.E., MIDEc., as the Deputy Head of Business and Economics Department, International Program UII.
4. Mrs. RR. Ratna Roostika, S.E., MAC., PhD. as the Content Advisor who has

not only provided time, energy, and thought in giving a direction in the thesis preparation, but also inspired me.

5. Nina Fitriana, MA, as the language advisor who has provided time, energy, and willingness in correcting my language in a quick manner. I do thank you.
6. Mr. Anas Hidayat, Drs., M.B.A., Ph.D. as the examiner for thesis exam who has provided suggestion and advice to my thesis.
7. My Pop and Mom, Muhammad A. Muchieth Ch and Nur Hayati Muchieth who always being there whenever I need it, and even whenever I thought I did not need it, who always push me to do my best, who always make me positive, who always relentlessly listen to my story, who always take care of me, the girl with so many allergies and other things that other people cannot handle, Thank You is never enough. Richly blessed is how I feel.
8. The supporters: Eyang Kakung and Putri from my Pop and my Mom, Kakak Dif and Aul who always love, proud, miss, and remind me. To all families, I love you so.
9. All my high school friends, without exception, who always support me, though sometimes annoy me too.
10. My honeybunchs and sugar plums; Chusna Sabela, Aini Al-Qatany, Mba Hessy, Mas Aziz, My Jung Ho‖nggi‖, My Sweetie Pie; Rani Ayu, My Pooh: Alika Noordiyani Kumamon, Hamburg MUN squad (Dalila, Amanda, Andhika, Diella, Aliza), and all people of IP management 2014 who have inspired me, also other people that might not mentioned here, I hope that we are friends until Jannah. Aamiin.

11. IP family, *Mbak* Alfi, *Pak* Ahmad, *Mas* Kandri, *Pak* Kus, *Pak* Erwan, and all of IP family that always give support and help and, sometimes, joke.
12. Furthermore, for all people who always think that I cannot survive until this far, now I am here, this is for all of you. Thank you for discouraging me yet motivating me at the same time.
13. Starbucks Uttara and its Baristas. Thank you for every coffee, chair, and table 9 hours a day.

This research is far from perfect but, hopefully, this research may be useful for the management study, especially in marketing study.

Wassalamualaikum Wr. Wb.

Yogyakarta, February 7th , 2018

Arum Kamala

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

Green Marketing Programs as Strategic Initiatives in a Hotel Industry

Arum Kamala
Faculty of Economics and Business Universitas Islam Indonesia
arumkamala@gmail.com

ABSTRACT

Green marketing is a current phenomenon, with many academics and environmental supporters. In a highly competitive market, businesses must design new strategies that will create competitive advantages for winning customers and their loyalty. With increasing awareness for environmental issues, consumers have choices for environmentally friendly offerings that minimize negative environmental effects. Environmentally conscious customers should have tendency to be more loyal for companies that are implementing green practices. However, past research found operational efficiencies but not financial gains in green marketing practices due to increase customers spending for those green initiatives. In the hospitality and hotel industry, where customers are also more environmentally aware, is green practices profitable? This study examines the customer equity model and its impact on loyalty when green initiatives are practiced as part of marketing programs. More specifically, this study extend the customer equity model into a structural model that considers marketing programs as a second-order construct comprises of four dimensions (value, brand, relationship and green equity). By analyzing 226 valid questionnaires distributed among hotel guests in five big cities in Indonesia (Jakarta, Yogyakarta, Bandung, Denpasar, and Surabaya), we found that value, brand, relationship and green equity are sub dimensions of marketing program. In addition, there are significant impacts of marketing program to hotel guests‘ loyalty. Regardless of financial gain, green equity remains important strategy for current hospitality and hotel industry due to market awareness for friendly environmental practiced.

Keywords: Customer Equity, Green hotels, Green marketing, Hospitality management, Hotel guest preferences

Program Marketing Hijau Sebagai Inisiatif Strategis di Industri Perhotelan

Arum Kamala
Faculty of Economics and Business Universitas Islam Indonesia
arumkamala@gmail.com

ABSTRAK

Pemasaran hijau adalah fenomena yang sedang menjadi trend saat ini, yang didukung oleh banyak akademisi dan pendukung lingkungan. Dalam pasar yang sangat kompetitif, bisnis harus merancang strategi baru yang akan menciptakan keunggulan kompetitif untuk memenangkan pelanggan dan loyalitas mereka. Dengan meningkatnya kesadaran akan masalah lingkungan, konsumen memiliki pilihan untuk penawaran ramah lingkungan yang meminimalkan dampak lingkungan negatif. Pelanggan yang sadar akan lingkungan akan memiliki kecenderungan untuk lebih loyal terhadap perusahaan yang menerapkan praktik hijau. Meskipun penelitian sebelumnya menemukan efisiensi operasional dalam praktik pemasaran hijau, namun bukan dalam keuntungan finansial karena pada praktiknya pemasaran hijau meningkatkan pengeluaran pelanggan untuk inisiatif hijau tersebut. Di industri perhotelan, di mana pelanggan juga lebih sadar akan lingkungan, apakah praktik hijau menguntungkan? Penelitian ini menguji model ekuitas para tamu hotel dan dampaknya terhadap loyalitas ketika inisiatif hijau dipraktekkan sebagai bagian dari program pemasaran. Lebih khusus lagi, penelitian ini memperluas model ekuitas pelanggan menjadi model struktural yang mempertimbangkan program pemasaran sebagai rangkaian pesanan kedua terdiri dari empat dimensi (nilai, merek, hubungan dan ekuitas hijau). Dengan menganalisa 226 kuesioner yang valid yang didistribusikan di antara pencarian hotel di lima kota besar di Indonesia (Jakarta, Yogyakarta, Bandung, Denpasar, dan Surabaya), kami menemukan bahwa nilai, merek, hubungan dan ekuitas hijau adalah sub dimensi program pemasaran. Selain itu, ada dampak signifikan dari program pemasaran terhadap loyalitas para tamu hotel. Terlepas dari keuntungan finansial, ekuitas hijau tetap menjadi strategi penting bagi industri perhotelan dan perhotelan saat ini karena kesadaran pasar akan praktik ramah lingkungan.

Kata kunci: Ekuitas Pelanggan, hotel hijau, pemasaran hijau, manajemen perhotelan, preferensi tamu hotel

CHAPTER I

INTRODUCTION

1.1 Background of Study

Service industries play a formidable role in the global economy and the growth and development of countries. It is reported by United Nations Conference on Trade and Development (UNCTAD) that services sector contributed to almost 71% global GDP in 2010 showed from the 2011 World Development Indicators. Moreover, since the 1980s and in 2011, trade in services is growing rapidly faster than goods. Following this, the contribution of services in polluting the planet has plunged. This fact provides challenges and opportunities to the business, especially in service such as hospitality industries, to perform greener in order to sustain the environment and eventually sustain their business. Imagine if the major service sectors adopting the green initiative, the significant positive impact will be huge. The researcher posits that green marketing concept will be a trend and the implementation of the green strategy will evolve, this is the opportunity for the hospitality industry to implement green marketing concept.

The fast-growing industry in many sectors, especially service, contributes high damage to the natural environment. As the time runs, the future business will demand the sustain concept of products and production systems. As marketing is the closest dealing with the customers, they often

take for granted that their activities are ethical. The marketing objective to be irresponsible to the environmental sustainability ensued from their activities which merely put their orientation on financial and growth which received critics from ethicists. It is suggested for the marketing activities to integrate deontological dimension (Nantel and Weeks, 1996). Notwithstanding, applying green marketing concept will be more ethical while it can also be more profitable.

The environmental ―hoopla‖ encourages the business runner for being competitive by adopting green marketing concept in their product (Haanes *et al.*, 2011). Moreover, the awareness of consumers about a green product is increasing, although the level of greenness in each consumer is different. Today, being environmentally concern becomes a trend. That new trend is proven by the pride of consumers who used green hotel services, brought their recycled tote bag, and other new behaviours such as bringing their own bottle to buy beverages in order to minimize the usage of a plastic bottle.

According to Ginsberg and Bloom (2004), sporadic sentiment in green consumers will be growing, following the growing number of baby boomers who are concerning to living longer, and healthier lives which eventually leads them to place a high priority on an environmentally friendly product. The research conducted in America revealed that 8 out of 10 American consumers concern to the environment. Further, it is represented in the U.S that the consumers are receptive to green product, proven by Roper survey which noticed that account for 58% consumers try to save electricity at home,

46% recycle newspaper, 45% return bottles and cans, and 46% buy product made from or packaged in recycles materials. Those data show a new shot for today and, more importantly, for the future business.

Asides of those facts, there are still another fact that shows consumers who are reluctant buying a green product with a reason that they perceived the green product as a product with lower quality or even hurt; they see the green product not really delivers the environmental promises. However, Ginsberg and Bloom (2004) contend many customers willing to buy such green products like organic foods product with a premium price, pay an up-front premium for energy-efficient, dryer, water-conserving washer because they realize that buying those products is money saving. It can be said that implementing green marketing concept should bring win-win both for consumers and environments. Such product like electric cars which needs to be charged within 5 hours after being driven for only 5 miles away will change the behaviour of the drivers. The consumers become uncomfortable and do not want to spend their money on that kind of green product. The other fact is that many customers of green hotel appreciate the initiative of the firm adopting green marketing but they do not want to pay the additional price.

The form of mentioned evidence and data, the researcher can uncover a fact that customers do not want to take the compromise of traditional attributes such as convenience, price, availability, performance, and of course quality. It is also supported by Ginsberg and Bloom (2004). Thus, green

product and service should match against non-green product and service on those attributes. Managers must bear in mind that consumers buy product primarily to fulfil their needs and wants. It means that company should continue to serve benefits of their products by continuously tout the traditional product attributes while also make environmental attributes appeal to consumers. Therefore, to realize this, managers should also pay attention to the customer equity and its drivers which must concern on value equity, brand equity and relationship equity in order to make the business sustain.

Given the immense presence of service industries as a component of many modern economies, it is somewhat perplexing that only a little attention is accorded to the service sectors (Grove et al, 1996). The proliferation of hotel industries and the trend of green service among customers create opportunities for hotel managers to adopt green marketing initiatives in their companies. Although green marketing has been existing back for several years, the financial gain to implement green marketing still imprecise. Management often fails to identify the return on investment in marketing.

According to Polonsky (1994), green marketing is all activities devised to generate and facilitate marketplace exchanges with minimizing the destructive impact on the natural environment. Peattie (2001) describes green marketing as marketing activities with an environmental endeavour to the products and production systems and promoting less damaging products and services as well. Other researchers, Pride and Ferrel, (1993), describe green marketing as the term that refers to the activity of designing, promoting,

pricing, and distributing a product that concerns on the environment. The organizations, to align themselves with the green initiative, typically they will adopt the entire or several of 5Rs activities. Which are reduce, reuse, recycle, renew and remind (Sloan, *et al.* 2009). Those activities will help operations activities to decrease thus increasing profitability.

Adopting green marketing in hotel industries, according to some research, reduces operating expenses. Butter (2008) found that typical green marketing initiatives result in reduced operational expenses by implementing such environmentally friendly and energy-saving equipment such as an installation of energy efficient light bulbs, incorporation of Leadership in Energy and Environmental Design, use reduction in housekeeping activities and electricity controlled sensors. It is likely that the green marketing simply images for the reduction in operational expense, thus eventually increase the firms‘ profitability.

Most service managers would apply green marketing as rigours of regulatory compliance, a potential for customer backlash, and magnitude and risk capital investment. They are reluctant implementing such initiative because they mistakenly believe that implementing green marketing concept would charge premium price leading to the higher-end users and therefore reduce the firm's competitiveness, despite the reduction of operational expenses. However, according to Davis (1991), it is distinctly possible that the growing number of service organizations will realize that going green

promises may have bottom-line payoffs in term of cost control, increase profitability and consumer evoking interest.

According to Groov *et al* (1996), although there are vast benefits to be gained from implementing green initiatives, there are several cautions here: First, service economy constitutes very diverse industries and organizations, not all of them have the same capabilities in preserving the environment due to their varied natures. However, hotel or hospital could contribute a greater environmental impact. Second, environmental trade-offs exist when an organization adopts green practices. Third, in making green marketing changes, the importance of delivering service quality must not be forgotten. However, those dilemmas would be answered as the ability to perform a life-cycle assessment for products.

Several means can be and had been used to investigate positive relations between the improvement of environmental performance and financial gain, namely event studies, standard regression techniques (King and Lenox, 2001). These studies are especially to evaluate the effect of changes in pollution that eventually changes financial performance, and a logic of the excess returns result from differences in the underlying structure of industries. By those means, several studies demonstrated the result.

Event studies proved that big number of loses derived from unfriendly environmental conducts. For instance, Union Carbide lost $1 billion in market capitalization following the Bhopal chemical incident in 1984

(Blacconiere and Pattern, 1994). Yet, those event studies are still affected by firms attribute whilst each of these has environmental elements. Further, even though the study still suffers from construct validity, Hamilton (1995), Konar and Cohen (1997), and Khanna *et al.* (1998), by using the annual release of toxic emission data retrieved from U.S. EPA's Toxic Release Inventory found that following the TRI information published, several polluting firms lost market value in one-day window. The next study was by using strategy resource-based logic to justify the relationship of a performance of both environmental and financial within firms conducted by King and Lenox (2001). If the study following the logic, the firm which has a superior ability in managing environmental problem could reap a higher return. Unfortunately, this examination neglected to unravel the impact of industry decision on the impact of variation in ecological systems among firms in a similar industry.

Each company should propose its unique capability to perform profitable environmental strategies that are difficult to imitate. Taking green marketing initiative is suggested to understand the segment of green consumers which concern about a green product on a different level too. Managers should know appropriate greenness selling attribute, and most importantly how it should be incorporated into the marketing mix. It links to the others marketing programs that are helping managers to increase guest loyalty besides its competitive advantage in being green adopter Ginsberg and Bloom (2004). If properly implemented, the previous researchers believe that

green marketing can help to increase the emotional connection between the consumers and brands. Being branded green company could generate more public image or reputation which in turn gains more financial benefits.

Further, according to Ginsberg and Bloom (2004) credibility is one green marketing strategy's key elements. A company has a better reputation among others, the easier for them in helping customer scepticism. A company with socially responsible corporate value will be more credible in the public‘s eyes. It is also critical, however, that they also back up environmental claims. Customers are still worried about greenwashing.

Although green equity was implemented back several decades ago (Groove, 1996) the advantages are still neglected. Several previous studies contend that implementing green equity decrease operational expenses, while some others allege that implementing green equity never serves financial benefit. Maybe the profit that the company can reap from implementing green marketing is the decrease in operational expense. The source of advantages often attributed to green marketing mainly derives from an increase in intangibles, such as reputation and brand image of the hotel firms.

Many managers and researchers still underestimate the green marketing concept. Market analysts, to measure the future capital market returns, increasingly collect environmental performance data. To fully signify whether it pays to be green or not (Groove, 1996), there should be a positive relationship between the improvement of both environmental and

financial respectively. However, even though consumers appreciate the green initiative of hotel firms, they do not want to pay a premium price. Therefore, this relation is still hazy. Whether the investors are attracted to this initiative is still circumspect.

The researcher accepts that responding to the environmental issues and business profitability has not been easy. It seems there is a no-win possibility proposition for managers (Clarke *et al.* 1994).They said that the past issue was if we help the business, we hurt the environment and vice versa. Nevertheless, being green is a new market opportunity and a force for the providers to be innovative. It must be accepted that environmental sustainability is pivotal and it determines the business sustainability. Additionally, Clarke *et al*. (1994) contend that a later, revisionist see affirms that natural directions are not just favourable in their effect on universal aggressiveness, however, may really be a net positive power driving private business and the economy in a whole to end up noticeably more focused. This contention—explained most conspicuously by the Harvard Business School's Michael Porter—has produced a lot of intrigue and excitement among some powerful policymakers, including Vice President Al Gore.

In this new world, the early insight into environmentally friendly service practices stays applicable for service practitioners and academics. The plethora of problems and issues regarding green implementation in services currently represent leading priorities for service research. Supported by

Ostrom et al (1996), service research on delivering service in a sustainable manner and developing and implementing green services becomes a priority. Additionally, Peattie and Crane (2005) argue that green marketers have for the most part accepted that green items and services are what customers want without really captivating in research on genuine customer wants, needs, attitudes, beliefs and information with respect to green initiatives. This research‘s plan is as follows: First, the researcher reviewed the green marketing and customer equity literature to propose two possibilities of how green equity influences customer loyalty. Second, the researcher evaluated empirically the structural fit of two hypothesezed models. Finally, the third, the researcher concluded with research contribution to managerial, theoretical, and societal implication and research limitation.

1.2 Problem Formulation

This study employed two models to be compared. Hence there are two problem formulations that are for the first and second models of this research. This research attempted to determine factors that influencing hotel‘s customer loyalty intentions, which are value equity, brand equity, relationship equity, and green equity.

1.2.1 Problem Formulation of the First Model

Based on the research background above, the problem formulations of the research are as follows

1. Does green equity influence customer loyalty independent of the effect of customer equity on loyalty?

2. Does value equity positively relate to marketing programs?
3. Does brand equity positively relate to marketing programs?
4. Does relationship equity positively relate to marketing programs?
5. Do marketing programs have a significant influence on customer loyalty?

1.2.2 Problem Formulation of the Second Model

Problem formulations of the second models addressed the questions of the direct influence of customers‘ overall assessment of an organization‘s marketing programs on customer loyalty intentions. Hotel's value, brand, relationship and green programs work together to enhance guest loyalty. Based on the research background above, the problem formulations of the research are as follows:

6. Does value equity positively relate to marketing programs?
7. Does brand equity positively relate to marketing programs?
8. Does relationship equity positively relate to marketing programs?
9. Does green equity positively relate to marketing programs?
10. Do marketing programs have a significant influence on customer loyalty?

1.3 Problem Limitation

1. This research only takes Indonesians who have experienced staying in hotel organizations

2. This research focuses on variables that affect customer‘s loyalty intentions

1.4 Research Objective

Align with the problem formulations that have been formulated above, the specific objectives of this research are to:

1. To identify whether green equity influences loyalty intentions independent of the effect of customer equity on loyalty.
2. Whether value equity, brand equity, and value equity positively relate to marketing programs.
3. To identify whether an organization‘s marketing programs (accounts for all variance and covariance related to first-order factors: value, brand, relationship and green equities) directly influences their loyalty intentions.

1.5 Research Contributions

This study is conducted based on a research by Rosenbaum and Wong (2015), with some improvement in order to get the better results. The beneficial of this research is divided into two major categories, namely theoretical and practical benefits.

1.5.1 Theoretical Benefits

Customer equity drivers employed in this study provide ample research opportunities for researcher to explore more the role of green equities in other service context other than Hotel industry, in conjunction with value, brand, and relationship equity to know the influence of the drivers separately and together influence customer equity and thus customer loyalty and profitability. Research suggests that the majority of hotels‘ customers perceived green equity not in separation of other strategic marketing programs that are intended to promote value, brand, and relationship equity. Therefore, researchers should treat green marketing programs as strategic tools that work intimately with other strategic programs to promote favourable customer behaviours and attitudes. This research not only provides a contribution to further research in the field of marketing, but also provides additional literature in the study of green marketing.

1.5.2 Practical Benefits

Green marketing research assists hotel managers understand the reasons why the guests may not respond specifically to their green marketing programs as customers consider a property‘s green programs in their overall assessment of other programs. Despite its limited role in previous studies, it is suggested that the hotels should implement green marketing programs as the programs result in long term operation cost savings and show hotels‘ obedience to the regulations. Thus, the returns associated with green marketing developmental and promotional expenses will be realized more in

operational savings. The research follows the argument that practizing green initiatives will help managers for long term benefits. The green initiatives are expected to provide uniqueness and competitive advantage for future Hotel competition.

1.6 Systematics of Writing

The systematics of writing in this paper consists of five chapters. The explanation of each chapter is as follow:

Chapter I: INTRODUCTION

This chapter discusses six different parts of this research. They are the background of this research, the formulation of the problems of this research, the limitations of this research, the objectives of this research, the benefits of research both theoretical and practical, and systematic of the research.

Chapter II: LITERATURE REVIEW

This chapter exhibits theoretical foundation of each variable used in this research with the hypothesis/hypotheses generated from each of the variables. This chapter also provides the frameworks in this research.

Chapter III: RESEARCH METHODOLOGY

This chapter explains five different parts of this research. They are the two models used in this research, the population and sample of this research,

sampling technique of this research, the definition of each variable in this research followed by the indicators of each variable.

Chapter IV: DATA ANALYSIS AND DISCUSSION

This chapter shows data analysis and discussion of the results obtained from statistical calculations using theoretical concepts. The interpretation of research is based on theories that have already been existed.

Chapter V: CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the conclusions on the results of the analysis and calculation of data obtained from the research. In addition, this chapter also describes the limitations of the research conducted, which can be used for future research.

CHAPTER II

LITERATURE REVIEW

2.1. Theoretical Review

In designing and implementing marketing actions that drive profitability, managers should focus on implementing marketing programs and activities that build organization‘s value, brand, and relationship, including loyalty and affinity programs (Rust *et al.* 2004; Lemon *et al.*, 2001; Rust *et al.*, 2000). It is adopted from customer equity model by Vogel, et al. (2008) which been linked with customer loyalty and future sales. Additionally, the trend of green marketing, that the researcher means as a consumers‘ subjective appraisal of organizational efforts in which it involves creating service exchanges and producing, promoting, packaging and reclaiming products in a manner that is responsive to the ecological concerns, is required managers to understand how to benefit green marketing practices that still difficult to quantify in many industries. Therefore, the researcher extended the customer equity model by considering green equity as one of the drivers of customer loyalty, sales, and eventually organization‘s profitability.

Subsequently, the researcher hypothesized two possibilities on how the green equity influences loyalty intentions. The first is whether green equity independently influences loyalty intentions as the effect of customer equity on loyalty. The second one is whether green equity together with other marketing programs influences customer loylaty, that is hotel's value, brand,

relationship and green programs work separately and together to enhance guest loyalty. Therefore, the following literature reviews attempt to demonstrate and discuss previous studies to support the hypotheses. Subsequently, this study will review loyalty intentions of customer, green marketing and customer equity (value, brand, relationship) literature respectively.

2.1.1. Loyalty Intentions

Measuring loyalty intentions is crucial for a company as it links to its financial benefits. Johnson, Herman, and Huber (2006) stated that the drivers of loyalty intentions are gradually evolving as they are also complex and dynamic. Dick and Basu (1994) viewed loyalty intentions as a customer's psychological characteristic of an object. In a buying circumstance, loyalty intentions reflect positive attitudes toward the brand of the firm.

Tabaku and Zerellari (2015) divide two approaches to customer loyalty. They are behavioural and attitudinal approaches. Behavioural approach denotes the commitment of customers‘ consistency and continuity of buying products or services from the same provider. The second approach is attitudinal loyalty ensued from a psychological and connection with the products or services, including a preference and constituent such as commitment and positive attitude.

Ludin and Cheng (2004) stated that customer loyalty can be described as the continuous relationship between the customers and the

brand. It can be assessed through the customer's reluctance to switch brands even in any situations or problems experienced during the business process. We can identify customer loyalty through customer loyalty behaviour such as an increasing number of purchasing, an increasing number of customers as well as the sensitivity response towards price elasticity, in this case, is when the price is lower. (Mascarenhas, Kesavan & Bernacchi, 2006).

Loyalty can be motivated by several specific psychological antecedents (Vogel et al. 2008). In line with this, in order to explain the evolution of loyalty, Taylor, Hunter, and Longfellow (2006) mention that marketing models trying to explain it to consider the cognitive aspects as well as effective aspects.

2.1.2. Green Equity

AMA (American Marketing Association) defines green marketing by dividing it into three different perspectives namely a retail perspective, a social marketing perspective, and an environmental perspective. In a retail perspective, AMA views green marketing as the marketing of an environmentally friendly product. Second, from a social marketing perspective, AMA views green marketing in a social marketing perspective as the development and marketing of products that diminish the environment detrimentally. Align with this definition is the work of Polonsky (1994). He conceptualizes green marketing as all activities devised to generate and

facilitate marketplace exchanges with minimizing the destructive impact on the natural environment.

Finally, AMA views green marketing in an environmental perspective as an organizational action to produce, promote, package and reclaim product in an ecologically sensitive respond. It is supported by Peattie (2001), stating that green marketing is a marketing activity that endeavouring environment by minimizing negative social and environmental impacts of existing products and production system. He also views it as an action to advocate less detrimental products and services.

Other researchers, Pride and Ferrel, (1993), describe green marketing as the term that refers to the activity of designing, promoting, pricing, and distributing a product that concerns on the environment. The organizations, to align themselves with the green initiative, typically they will adopt the entire or several of 5Rs activities. Which are reduce, reuse, recycle, renew and remind (Sloan, *et al.* 2009).

It is distinctly possible that the growing number of service organizations will realize that going green promises may have a bottom-line payoff in term of cost control, increase profitability and consumer evoking interest (Davis, 1991). Yet, firms often unsuccessful identify the financial gain in implementing green equity (Ginsberg and Bloom, 2004). Vogel et al. (2008) argue marketing program is one of the several actions contributing

value to the value proposition, in its creation and continuation. Therefore, the following hypothesis is postulated:

H1: green equity influences customer loyalty independent of the effect of customer equity on loyalty

2.1.3. Marketing Programs

A marketing program is a coordinated and well-designed set of activities to achieve marketing objectives (Rust et al. 2000, 2004). In successfully implementing marketing programs within a company, researcher contends that it is important for the managers to design and implement actions that drive profitability by carefully employs the customer equities elements. Therefore, a successful marketing programs should include value, brand, and relationship programs.

Rust et al. (2004; Lemon et al., 2001; Rust et al., 2000) developed the model of customer equity to help managers designing and implementing marketing action that boost profitability. The marketing actions focus on executing marketing programs and such activities that construct an organization‘s value proposition, brand image and reputation, inflate customer relationship programs, including loyalty and affinity marketing program.

Customer equity is described as, Rust et al. (2000, 2004), a single financial measure represents the total discounted customer's value lifetime of

a firm. However, according to Vogel et al. (2008) only a few firms can successfully correct in measuring customer equity by acquiring accurate customer lifetime value measures; thus, according to him, customer equity "remain a pipe dream for most companies". Responding to the previous findings, Rosenbaum and Wong (2015) believe that in any case, this restriction does not devalue the impact of value, brand and relationship equities as the integral concept for promoting relevant managerial result. The result, for instance, is loyalty, sales, and profitability.

The basic principle of customer equity model finally put ―the customer, and, more importantly, strategies that grow the value of the customer, at the heart of the organization‖ (Zeithaml et al. 2013). Supporting the previous statement, Lemon et al. (2001) marketing executives should fathom which of the three customer equity drivers, namely value, brand, and relationship, is the most pivotal to the firm's customer and will be the most effective in nurturing customer loyalty that eventually increasing customer spending. Further, Vogel et al. (2008) investigate the direct effect of three customers equity drivers; value equity, brand equity, relationship equity, on customer‘s loyalty intention and future customer‘s planned spending. It suggests that those three customer equity drivers directly influence their loyalty. Nevertheless, most of them engage in the firm‘s marketing program

Rust et al. (2004; Lemon et al., 2001; Rust et al., 2000) developed the model of customer equity to help managers designing and implementing

marketing action that boost profitability. The marketing actions focus on executing marketing programs and such activities that construct an organization‘s value proposition, brand image and reputation, inflate customer relationship programs, including loyalty and affinity marketing program.

2.1.3.1. Value Equity

According to Vogel et al. (2008), the first driver of loyalty intentions is valued equity that can be understood as "the perceived ratio of what is received to what must be sacrificed". Hence, value equity is about the perceived ratio of a product or service that the customer received to the price paid for the product that the customer sacrifices. According to Rust *et al.* (2000), value equity is the apparent proportion of what a customer gets in the middle of a marketplace trade to what he or she immolates. In the hotel context, there are three sub-dimensions or marketing initiatives drive the value equity. They are servicescape, average room rates and perceived benefits (Rust, 2004).

The customer experiences inner fairness once the customers‘ outcome-input ratio meets to their reference outcome-input ratio (Oliver and DeSarbo, 1988). Further, several authors state that ―Equity theory maintains that perceived equity produces positive affective states that lead to positive attitudes, such as satisfaction and loyalty‖ (Adams 1965; Homans 1961; Walster, Walster, and Berscheid 1978). The empirical studies mostly support

the previous theoretical reasoning. (e.g., Lam et al. 2004; Silvestro and Cross 2000; Yang and Peterson 2004; Zins 2001). In addition, several authors, Rust, Zeithaml, and Lemon (2000) and Rust, Lemon, and Zeithaml (2004) mention that a customer‘s switching propensity, a measure similar to loyalty intentions, is affected by value equity.

2.1.3.2 Brand Equity

Brand Equity is defined as the subjective examination of a customer's brand choice and alludes to brand meaning, image and mindfulness, and corporate reputation (Rust et al., 2000, 2004; Vogel et al., 2008). High brand equity is achieved when customers perceive the brand as strong, attractive, unique and likeable (Verhoef, Langerak, and Donkers, 2007). Branded products or services outperform non-branded ones since brand instil more value to the products or services. Therefore, when customers perceive a product having a stronger brand, it is more likely that they will choose that brand over competitors' product offerings.

Similarly, Bolton, Lemon, and Verhoef (2002) suggest that a positive view of a brand could affect full of feeling commitment. Rust, Zeithaml, and Lemon (2000) express that brand equity is probably going to impact a customer's readiness to stay, repurchase likelihood, and probability to recommend the brand. In the hotel context, all marketing initiatives influence the hotel's brand equity. Those kinds of activities, for instance, are a hotel's rating, testimony in social media, corporate communications, website and other printed advertisements.

2.1.3.3 Relationship Equity

According to Vogel (2008), customers feel being treated and handled with a particular care once perceived relationship equity is high. Additionally, customers also feel familiar with the company's brand, store and employees. They are confident of the service delivery's quality. Relationship equity can also be indicated when there is a positive experience for customers. (Henning-Thurau, Gwinner, and Gemler, 2002). Once the customers' expectations meet with the experiences and believe that they are treated better than others, it is likely that they will be more satisfied with the brand, offering or the store, that eventually their loyalty will increase. Align with this, Vogel et al. (2008) "Relationship equity offer additional value for the customer‖.

Several studies have been conducted in examining the relationship among the relationship construct, satisfaction, and loyalty. Gwinner, Gremler, and Bitner (1998) reveal that a strong relationship happens when both parties experience benefits. The benefits such as trust or confidence, special service or treatment and social benefits will increase the customer‘s satisfaction and loyalty.

Henning-Thurau, Gwinner, and Gremler (2002), in their study, found that relational benefits and relationship quality contributes to the satisfaction and commitment that eventually customer loyalty. Supporting these studies, Rust, Lemon, and Zeithaml (2004) reveal that relationship equity influences customer‘s switching matrix, which is the same measure of customer loyalty.

Relationship equity constitutes of the collective elements connecting a customer with a brand (Rust et al., 2000; Vogel et al., 2008). In the hotel context, all programs designed for a customer and firm relationship all affect relationship equity. Those kind of activities, for instance, are a hotel's loyalty and affinity programs, online communities and not-for-profit or charitable commitments.

From above-mentioned theories, the researcher proposes two possibilities. Researcher posits that green equity directly influences customer loyalty independent of the effect of customer equity on loyalty. In the first hypothesis, the researcher would consider those green initiatives separately from other marketing programs. This means that green initiatives will not give any impact on the company's other programs designed to enhance customer loyalty. Second, the researcher also posits that green equity is accounted together with other factors-value equity, brand equity and relationship equity. This means that marketing programs account for all four variances.

Therefore, the following hypotheses are postulated:

H2: value equity positively relates to marketing programs

H3: brand equity positively relates to marketing programs

H4: relationship equity positively relates to marketing programs

H5: marketing programs positively influence loyalty intentions

Hypotheses Model 2

H6: value equity positively relates to marketing programs

H7: brand equity positively relates to marketing programs

H8: relationship equity positively relates to marketing programs

H9: green equity positively relates to marketing programs

H10: marketing programs positively influence customer equity

Table 2.1 ***Literature Review***

Author(s) Year	Finding
Buttler (2008)	Green initiatives ought to positively influence a hotel‘s long-term sales and benefit
Chan (2013)	Lodging visitors and managers believe that green hotels raise a property's image and reputation and attract green travellers
Chen (2011)	Competitive advantage could be generated from firms with green initiative as its identity
Friedman (2007)	Firms are encouraged to adopt green programs and

	Americans to acknowledge hardships related to environmentalism. The United States' future, and in addition, the planet's future is in peril
Ginsberg and Bloom (2004)	Green initiatives should upgrade sales, benefits and customers‘ loyalty since they plead customer‘s emotions
Grove et al. (1996)	Green initiatives ought to have net profit in terms of cost control, increased profitability and buyer fascination
Hartman and Ibanez (2006)	Customers regularly see a couple of individual advantages related to green products. Marketers include emotional value and plead green products
Hartman et al.(2005)	Positioning strategy with green initiative prompts ideal brand perception, notwithstanding other marketing initiatives, for instance, design and cost. Marketers should completely not depend on a green position
Kim and Han (2010)	Inasmuch as the green initiative does not add the room rate, customers acknowledge a marginally lessened level of performance quality from a green hotel
King and Lenox (2001)	The researchers heedfully support the positive relationship between green initiatives and profitability
Ko et al. (2013)	Green initiative directly bolster a retailer‘s brand image and indirectly influence customer loyalty nevertheless
Kuminof et al. (2010)	The researchers found that hotel‘s guests assign between $9 and $26 for staying at a green hotel

Lee et al. (2010)	A customer‘s willingness to assign premium price, revisit intentions and word-of-mouth
Leonidu et al. (2010)	Green consumers tend to be more law abiding, collectivist, long-term active, politically active and deontological. As the green purchasing is influenced by cultural, societal and ethical factors, not all consumers are green.
Maignan et al. (2005)	Corporate Social Responsibility, in order to sustain long-term financial success, is a good initiative my proposed by the marketers
Manakota and Jauhari (2007)	Inasmuch as the price for the room is maintained or does not increase, the hotel guests prefer green initiatives
Millar and Baloglu (2011)	Green initiative in a hotel is appreciated by the guests, but they do not want to pay higher price for that
Peattie and Crane (2005)	There are five failures conceptualized by the authors. They argue that the corporate initiatives are mostly doing a little to wither marketing or the environment
Rahman et al. (2012)	Chain hotels are more grounded adopters of green practices than independent ones
Robinot and	Customer satisfaction can be enhanced through

Giannelloni (2010)	environmental initiatives, nevertheless not for the hotel choice
Tsai et al. (2013)	States of mind toward the practice of green marketing are not all inclusive. They contrast by sexual orientation, nation district, administrator encounter, lodging quality and whether the booking operator is a travel specialist.

2.2 Conceptual Framework of the Study

The conceptual frameworks of this study depicted below were replicated from Rosenbaum and Wong (2015). The figure 2.1 and 2.2 are the conceptual frameworks based on the hypotheses that have been mentioned above.

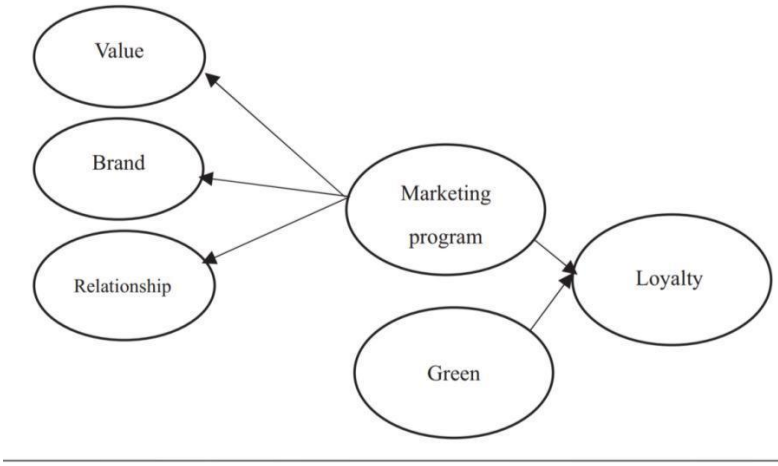


Figure 2.1. **Full Framework Model**

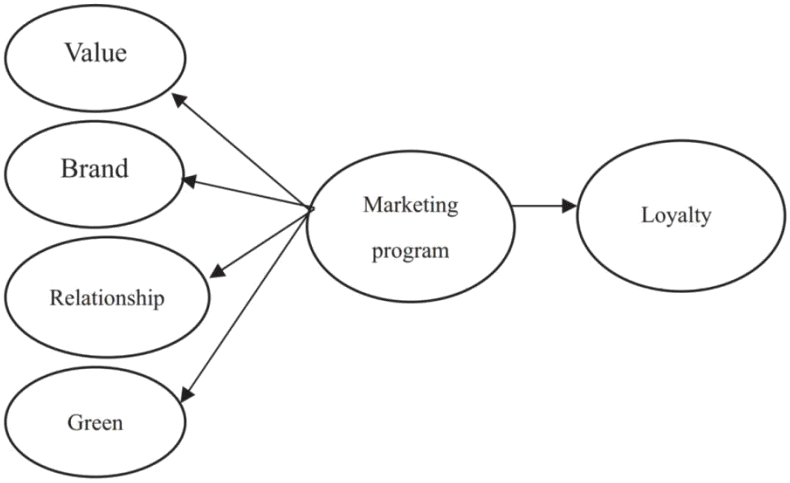


Figure 2.2. **Full Framework Model**

CHAPTER III

RESEARCH METHOD

3.1 Type of Study

The selection of a research approach relies upon the research question (Hair et al., 2003). The study is based on quantitative methodologies to investigate the relationships between different constructs proposed in Chapter two. Descriptive research is embraced since the research question requires description of some phenomena. Causal research is used and is suitable since this research question involves causality between constructs to be investigated. The primary data was gathered by conducting a survey. The research study will use survey questionnaires quantitatively. This research also used itemized rating scale to assess data from 226 respondents who have previously experienced staying in a hotel in one of the five big cities in Indonesia namely Jakarta, Bandung, Bali, Yogyakarta, or Surabaya.

This study is in some degree built on prior studies and theories in the area of green marketing, service and hospitality. The literature review is built merely for testing the conceptual frameworks developed in the previous chapter. This research incorporates a quantitative method by distributing questionnaires constituted of both open and close ended questions.

Pilot study will be conducted in order to develop and refine the questionnaires as the measurements. In the first stage, the questionnaire will

be reviewed by academic scholars to establish its appropriateness, clarity, and free from misunderstanding. Secondly, before final distribution to the respondents, the instrument will be pre-tested on various undergraduate students to make sure questionnaires are easy to be understood.

The third stage is the collection of primary data (final questionnaire) from hotel guests who have previously stayed at the hotels in one of the five big cities in Indonesia. It will involve collecting and analyzing data quantitatively as the main part of research activity in this study to test the proposed theoretical framework and hypotheses.

3.2 Populations and Sample

A population is a scope or magnitude characteristic of the whole object under study. The sample is the number of certain characteristics of the part of the population that has the same characteristics of the population. Populations have been selected for their diversity and very dynamic, responsive and sensitive to changes. This investigation will utilize factor analysis and structural equation modelling. As previously discussed, this study focuses on the hotel‘s guests. *Purposive Sampling* is chosen as the method for sampling method in this study. *Purposive sampling* is used due to the researchers require specific purposes in respondents‘ characteristics.

The populations in this study are the individuals living in Indonesia. However, as this research employs *Purposive Sampling*, the respondents

required in this study should be the individuals who concern with the environment and have experienced staying at one of the hotel organizations in five big cities in Indonesia namely Jakarta, Bandung, Yogyakarta, Denpasar, and Surabaya. According to Kline (1994), a figure of least 200 should be displayed as the base figure, albeit 100 might be adequate in cases of factor structure (Kline, 1994). Another source recommends that 300 cases give more prominent conviction unless there are a few high-loading marker variables (> 0.80) (Tabachnick and Fidell, 2001). It is arranged that at least, 200 respondents could be appealed. Finally, in this study, there were 237 respondents who are participated in this study, however there were only 226 valid responds.

3.3 Data Collection Method

The data that used in this study are primary data. Primary data is data obtained directly from the object of research by using a measurement or data retrieval tool directly on the subject as the source of the information sought. In this study, the data was obtained using a questionnaire distributed to 250 respondents. There were 237 data gathered, however only 266 are valid. This technique is a form of data collection instruments that very flexible and relatively easy to use. This study is a quantitative study where the questionnaire will be distributed through two processes which are a pilot test for assuring the validity and reliability and thus finally is the final test. The types of questions that will be used in this research are closed and opened

questions. This aims to gather personal opinions from respondents. By conducting the survey, it is expected that researchers will be able to gather as many and reliable as respondents that the researchers can get by answering the same structured questions. Questionnaires will be distributed either directly (print out) or online (Google forms) to the respondents. Therefore, based on the collected data from the survey, the empirical analysis can eventually be undertaken, variables can be measured, and the proposed hypotheses can be tested.

The variables that will be analyzed in this study consist of independent and dependent variables. The independent variables are value, brand, relationship, and green equities. Finally, the dependent variable is loyalty intentions. In order to measure those variables, this study using Six-Points Likert Scale, where 1 indicates "Strongly Disagree", and 6 indicates "Strongly Agree". The exampe can be seen as follows:

Information:

1= strongly disagree

2= disagree

3= slightly disagree

4= slightly agree

5= agree

6= strongly agree

3.4 Instrumentation

As it is mentioned, rimary data was collected by distributing questionnaire. The questionnaire used 5 variables and 42 questions items (6 demographic questions, 32 variables‘ questions, 4 open questions for customer economic value) and was designed to measure the correlation among value, brand, relationship, and green equites, and loyalty intentions. All items were measured within a six-Likert scale ranging from strongly disagree (1) to strongly agree (6). In addition, demographic variables such as gender and age are included into the model as control variables.

3.5 Definition of Operational and Measurement of Research Variable

There are two types of variable used in this research, namely independent and dependent variables. There are four independent variables and one dependent variable. The explanation each variable are as follows:

3.5.1. Independent Variable

3.5.1.1. Value Equity

Value equity is the apparent proportion of what a customer gets in the middle of a marketplace trade to what he or she immolates (Rust et al., 2000). In the hotel context, there are three sub-dimensions or marketing initiatives drive the value equity. They are servicescape, average room rates and perceived benefits (Rust, 2004). This variable is measured by the following indicators:

- Given the price and quality of the hotel room, the service is very good
- The hotel is very attractive
- Overall, the hotel is of high quality
- My overall experience in the hotel is an extremely good value
- Given the price and quality of food, beverages, and merchandise in the hotel, these products are very good
- Given the price of the same class of hotel in Macau, the price of this hotel is very competitive

3.5.1.2 Brand Equity

Brand Equity is defined as the subjective examination of a customer's brand choice and alludes to brand meaning, image and mindfulness, and corporate reputation (Rust et al., 2000, 2004; Vogel et al., 2008). In the hotel context, all marketing initiatives influence the hotel's brand equity. Those kinds of activities, for instance, are a hotel's rating, testimony in social media, corporate communications, website and other printed advertisements. This variable is measured by the following indicators:

- Hotel X is a likeable brand
- Hotel X is an attractive brand
- Hotel X is a unique brand
- Hotel X is a strong brand

3.5.1.3 Relationship equity

Relationship equity constitutes of the collective elements connecting a customer with a brand (Rust et al., 2000; Vogel et al., 2008). In the hotel context, all programs designed for a customer and firm relationship all affect relationship equity. This variable is described by the following indicators:

- As a member of the loyalty program, the hotel does services for me that they don‘t do for most guests
- I am familiar with the employees that perform the service
- I like glad to meet other customers in the hotel
- I know what I expect when I go in
- This company‘s employees are perfectly honest and truthful
- This company‘s employees can be trusted completely
- This company‘s employees have high integrity.

3.5.1.4 Green equity

Polonsky (1994), he conceptualizes green marketing as all activities devised to generate and facilitate marketplace exchanges with minimizing the destructive impact on the natural environment. Peattie (2001), stating that green marketing is a marketing activity that endeavouring environment by minimizing negative social and environmental impacts of existing products and production system. He also views it as an action to advocate less detrimental products and services.

Other researchers, Pride and Ferrel, (1993), describing green marketing as the term that refers to the activity of designing, promoting,

pricing, and distributing a product that concerns on the environment. The organizations, to align themselves with the green initiative, typically they will adopt the entire or several of 5Rs activities. Which are reduce, reuse, recycle, renew and remind (Sloan, *et al.* 2009). This variable is measured by the following indicators:

- I am glad the hotel uses energy-saved facilities. (reduce)
- I am glad the hotel reuses water for cleaning and watering the landscape. (reuse)
- I like that the hotel obtains some energy from solar panels. (renew)
- I am glad the hotel collects paper and plastic for recycling. (recycle)
- I like that the hotel provides guests with energy-saving/recycling reminders. (remind)
- I am glad the hotel uses energy-saving facilities. (reduce)
- The hotel has energy-saving bulbs in all rooms
- The hotel has an effective system to detect and repair water leakage in toilets, faucets and shower heads

3.5.2. Dependent Variable

3.5.2.1. Loyalty intentions

Ludin and Cheng (2004) describe customer loyalty as the continuous relationship between the customers and the brand. It can be assessed through the customer's reluctance to switch brands even in any situations or problems experienced during the business process. We can identify customer loyalty through customer loyalty behaviour such as an increasing number of purchasing, an increasing number of customers as well as the sensitivity response towards price elasticity, in this case, is when the price is lower. (Mascarenhas, Kesavan & Bernacchi, 2006).

- I would return to this hotel
- I would recommend this hotel to a friend
- I would encourage friends and relatives to stay at Hotel X
- I would consider Hotel X as my first choice of hotels when I return to Indonesia I plan to stay at Hotel X in the very near future
- I do not mind paying if the price of this hotel increases

3.6 Validity and Reliability Research Instruments

Validity test is used to indicate to which extent is our indicators of our research measure variables in our research. In other words, it indicates how a measure can measure what we want to measure (Zimund et al, 2006).

A valid indicator is the one who has a value corrected item of a total correlation ≥ 0.30.

Reliability test is designed to find out the consistency of the measurement tools. The result of reliability test is relatively consistent if there is re-measurement in the same subject. The measurement is said to be reliable once the measurement tool is less biased or in the tolerable level of error, and hence, offers consistent measurement across the various items used as the research instrument (Sekaran, 2000). A reliable measurement tool will provide a reliable result that is also relevant to the variable used. If the data is relevant to the reality condition, the result of any measurement conducted in the next period will always be the same. The reliability of the instrument was ensured through acceptable values of Cronbach's alpha, which said to be valid when the measurement of alpha coefficient from Cronbach (α) is ≥ 0.6.

Therefore, before finally distributing questionnaires to the sample of this study, the questionnaires used as a data collection tool will be tested for its validity and reliability. To that end, as previously mentioned, this study will conduct pilot test before final questionnaire distribution. The pilot test will gather 35 responses to test the validity and reliability with respect to the limitation described above.

In testing the validity and reliability in this study, there were 45 questionnaires spread. The number of the statements that was written in the questionnaire were evaluated as follows:

1. Value Equity has seven indicators
2. Brand Equity has four indicators
3. Relationship Equity has seven indicators
4. Green Equity has nine indicators
5. Loyalty Intentions has five indicators

Table 3.1 ***Pilot Test Result***

Variable/Indicator	**Correlation**	**Cronbach's Alpha**	**Cut Off**	**Label**
Value Equity		0.869	0.600	Reliable
VE1	0.763		0.300	Valid
VE2	0.762		0.300	Valid
VE3	0.807		0.300	Valid
VE4	0.724		0.300	Valid
VE5	0.667		0.300	Valid
VE6	0.641		0.300	Valid
VE7	0.252		0.300	Invalid
Brand Equity		0.907	0.600	Reliable
BE1	0.789		0.300	Valid
BE2	0.858		0.300	Valid
BE3	0.740		0.300	Valid
BE4	0.777		0.300	Valid
Relationship Equity		0.761	0.600	Reliable

RE1	0.626		0.300	Valid
RE2	0.569		0.300	Valid
RE3	0.621		0.300	Valid
Green Equity		0.940	0.600	Reliable
GE1	0.767		0.300	Valid
GE2	0.791		0.300	Valid
GE3	0.779		0.300	Valid
GE4	0.767		0.300	Valid
GE5	0.791		0.300	Valid
GE6	0.779		0.300	Valid
GE7	0.767		0.300	Valid
GE8	0.791		0.300	Valid
GE9	0.779		0.300	Valid
Loyalty Intentions		0.893	0.600	Reliable
LI1	0.752		0.300	Valid
LI2	0.839		0.300	Valid
LI3	0.833		0.300	Valid
LI4	0.704		0.300	Valid
LI5	0.622		0.300	Valid

Source: Primary Data (Computed), 2017

The first result of pilot study of this research indicated that there was one invalid indicator. From the Table 3.1, it can be seen that there was one

indicator of value equity below the predetermined value to meet the elements of the validity of an indicator. Additionally, the researcher found one indicator of relationship equity having minimum value which is 0.569. Hence the researcher would like to add four more indicators to relationship equity variable. Due to the invalid reason, the author added several indicators to those two variables without dropping the invalid indicator out. The variable of value equity therefore has seven indicators, and the variable of relationship equity has seven indicators as well. Finally, after adding those additional indicators, the last validity and reliability test showed that all indicators are valid and reliable. The result of the retest is as follows:

Table 3.2 ***Pilot Test Result 2***

Variable/Indicator	**Correlation**	**Cronbach's Alpha**	**Cut Off**	**Label**
Value Equity		0.880	0.600	Reliable
VE1	0.697		0.300	Valid
VE2	0.729		0.300	Valid
VE3	0.703		0.300	Valid
VE4	0.627		0.300	Valid
VE5	0.645		0.300	Valid
VE6	0.726		0.300	Valid
VE7	0.553		0.300	Valid
Brand Equity		0.913	0.600	Reliable

BE1	0.803		0.300	Valid
BE2	0.860		0.300	Valid
BE3	0.775		0.300	Valid
BE4	0.773		0.300	Valid
Relationship Equity		0.837	0.600	Reliable
RE1	0.465		0.300	Valid
RE2	0.546		0.300	Valid
RE3	0.636		0.300	Valid
RE4	0.566		0.300	Valid
RE5	0.650		0.300	Valid
RE6	0.699		0.300	Valid
RE7	0.701		0.300	Valid
Green Equity		0.900	0.600	Reliable
GE1	0.683		0.300	Valid
GE2	0.774		0.300	Valid
GE3	0.707		0.300	Valid
GE4	0.643		0.300	Valid
GE5	0.714		0.300	Valid
GE6	0.698		0.300	Valid
GE7	0.547		0.300	Valid
GE8	0.678		0.300	Valid
GE9	0.603		0.300	Valid

Loyalty Intentions			0.600	Reliable
LI1	0.826	0.923	0.300	Valid
LI2	0.880		0.300	Valid
LI3	0.899		0.300	Valid
LI4	0.837		0.300	Valid
LI56	0.615		0.300	Valid

Source: Primary Data (Computed), 2017

3.7 Analysis Technique

Technical analysis used in this research is Structural Equation Modelling (SEM), with a consideration that the conceptual models of this research consists of dependent, and independent variables in both of the models. SEM analysis is a technique that allows analysing the influence of several variables against other variables simultaneously (Ghozali, 2008).

SPSS or Statistical Package for the Social Sciences is used in this research for testing the validity and reliability. The all hypotheses were analysed using AMOS. There were two steps to conduct the analysis. First, the sample data was determined by using SPSS and by conducting a pre-test among 60 users to test reliability and validity. Second, to test research hypotheses and model fitness, researcher used SEM (Structural Equation Modeling) analysis in AMOS application.

3.7.1. Respondents' Characteristic

In this part, this research explains the demographic characteristic of the respondents which consists of gender, age, occupation, hotel brand that had been used by the respondents along with its city.

3.7.2. Descriptive Analysis

Descriptive analysis is a set of brief descriptive coefficients. It summarizes a given data set which can either be a representation of the entire population or a sample. Therefore, descriptive analysis was done to describe the average of respondents‘ responds of each item in the questionnaire.

3.7.3 Model Development Based on Theory

A statistical technique, SEM (Structural Equation Modelling) can be used to reduce the number of observed variables into a smaller number of latent variables by examining the covariation among the observed variables. According to Schreiber, Nora, Stage, Barlow, & King (2006), SEM allowed researchers to test theoretical propositions regarding how constructs are theoretically linked and the directionality of significant relationships. Described as a combination of exploratory factor analysis and multiple regression which is more of a confirmatory technique, however, SEM can also be used for exploratory purposes.

3.7.3.1. Goodness of Fit Criteria

Goodness of Fit Criteria employs six types of criteria. They are as follows:

a. Chi-Square (X^2)

The chi-square statistic is used for hypothesis testing in order to evaluate the appropriateness of a structural equation modelling. If the distributional assumptions are fulfilled, the chi-square test evaluates whether or not the population covariance matrix is equal to the model-implied covariance matrix.

Generally, high chi-square values in relation to the number of degrees of freedom indicate that the population covariance matrix and the model-implied covariance matrix significantly differ from each other. As the residuals, the empirical covariance matrix‘s elements minus the model implied covariance matrix, the closer to zero, the better the fitness of the model is. The researcher is interested in obtaining a non-significant chi-square value with associated degrees of freedom. If the *p*-value associated with the chi-square value is greater than 0.05, the null hypothesis is accepted. Hence, the model is regarded as compatible with the population covariance matrix. However, though in this case the test revealed that the model fits the data, according to Schemellejh-Engel, Moosbrungger, & Müller (2013), uncertainty still exists that other models may fit the data equally well.

b. RMSEA (Root Mean Square Error of Approximation)

A measurement of approximate fit in the population, RMSEA or Root Mean Square Error of Approximation is concerned with the discrepancy due to approximation. It is estimated by the square root of the estimated discrepancy due to approximation per degree of freedom. RMSEA is regarded as relatively independent sample size and additionally favors parsimonious models.

The RMSEA is bounded below zero. According to Schemelleh et al. (2003), a close fit RMSEA value is less than or equal to 0.05. Although there is a general agreement that the RMSEA value for good model should be less than 0.05, a value within the range of <0.10 could still be tolerated. Hence, RMSEA value can be classified into three; ≤0.05 is considered as a good fit, between 0.05 and 0.08 is considered as an adequate fit, and between 0.08 and 0.10 is considered as a mediocre fit. While, the value of >0.10 is not acceptable.

c. GFI (Goodness of Fit Index)

The Goodness-of-Fit-Index (GFI) measures the relative amount of the variances and covariance in the empirical covariance matrix that is predicted by the model-implied covariance matrix. GFI could imply testing on how good the model fits as compared to "no model at all" (null model), or it can be said when all parameters are fixed to zero.

In some cases a negative GFI may occur. However, the usual rule is that 0.95 is an indicator of good fit relative to the baseline model, while according to Schemelleh, et al., (2003) the value greater than 0.90 is usually interpreted as indicating an acceptable fit.

d. AGFI (Adjusted Goodness of Fit)

As the complexity of model can result bias, Adjusted Goodness-of-Fit Index (AGFI) has a role to adjust the bias. The AGFI adjusts the model's degrees of freedom relative to the number of observed variables and therefore rewards the less complex models with fewer parameters. The AGFI approaches the GFI. A rule for this index is that 0.90 is an indicator of good fit relative to the baseline model, while the value greater than 0.85 may be considered as an acceptable fit (Schermelleh, et al., 2003).

e. TLI (Tucker Lewis Index)

Tucker-Lewis Index (TLIS) is also known as *nonnormed fit index* (NNFI). The adjustment to the TLI is called the relative fit index (RFI). Originally, TLI is used to evaluate the factor analysis which later is developed to SEM (Haryono and Wardoyo, 2012). This measurement combines parsimony size into comparison index between the proposed model and null model and the TLI value that ranges from 0 to 1.0. It is recommended that the value of TLI is equal to or is greater than 0.09.

f. CFI (Comparative Fit Index)

Comparative fit Index is an adjusted version of Relative Noncentrality Index (RNI). It avoids the underestimation of fit. This is often noted in small samples for Bentler and Bonett's (1980) Normed Fit Index (NFI). In this index, the value of 0.97 is an indicator of good fit relative to the independent model. The value of 0.97 seemed to be more reasonable as an indication of a good model fit than the often stated cut off value of 0.95. Compared to the NNFI, the CFI is one of the fit indices that is less affected by the sample size (Schermelleh, et al., 2003).

Table 3.3 ***Goodness of Fit Index***

Goodness of Fit Index	**Cut off Value**
Degree of Freedom (DF)	Positive (+)
X^2 (Chi-Square)	Small value
Significance Probability	≥ 0.05
CMIN/DF	≤ 2.00
GFI (Goodness of Fit Index)	≥ 0.90
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08
AGFI (Adjusted Goodness of Fit)	≥ 0.90
TLI (Tucker Lewis Index)	≥ 0.90
CFI (Comparative Fit Index)	≥ 0.90

CHAPTER IV

RESULT & DISCUSSION

This chapter explains the data analysis of ―Green Marketing as Strategic Initiatives in a Hotel Industry‖. This research was conducted through paper based and internet based questionnaires. There were 237 respondents who participated in this research, however, only 226 responses that are reliable and valid. Hence this research used the 226 valid data gathered. The detailed information of the responses can be seen in the appendix.

As mentioned before, AMOS is used in this research to analyse the data collected. The discussion of this analysis follows this plan: 1) explanation of respondents‘ characteristic quantitative analysis, 2) descriptive analysis, 3) Validity and Reliability test discussion, 4) Goodness of Fit measurement discussion, 5) Hypothesis Testing for the first and second models.

4.1. Characteristic of Respondents

4.1.1. Gender

By gender, the respondents used in this study were classified into two classifications, male and female. Below is the Table 4.1 explaining the gender frequency and percentage.

Table 4.1 ***Respondents' Gender Classification***

No	Gender	Frequency	Percentage
1	Male	83	36,7
2	Female	143	63,3
Total		226	100.0%

Source: Primary Data (Computed), 2017

Based on the Table 4.1, it can be concluded that the majority respondents contributing in this study are females which accounted for 143 respondents or 63,3%. The rest of the respondents are males which accounted for 83 respondents or 36,7%. The data show that the number of female guests is higher.

4.1.2. Age

Based on age, the respondents in this study were classified into three classifications. The respondents' age classification is started by 15 year-old with the validity considerations.

Table 4.2 ***Respondents' Age Classification***

No	Age	Frequency	Percentage
1	15-30	222	98,2
2	31-40	2	0,9
3	>40	2	0,9
Total		226	100,0%

Source: Primary Data (Computed), 2017

Table 4.2 shows the respondents in this study are mostly between 15-30 years old with the number of 222 respondents or 98.2%. It is showed that the rest two classifications have the same number; they are both having 2 numbers of respondents or 0.9%. This data revealed that the respondents who are mostly being a hotel‘s guest are young-adult people with the range age of 15-30 years old.

4.1.3. Occupation

Based on age, the respondents in this research are classified into three occupations. The following is the Table 4.3 of the frequency and percentage of each occupation:

Table 4.3 ***Respondents' Occupation Classification***

No	**Occupation**	**Frequency**	**Percentage**
1	High School Students	7	3.1
2	College Students	203	89.8
3	Workers	16	7.1
Total		226	100.0

Source: Primary Data (Computed), 2017

Based on the Table 4.3, it can be concluded that the respondents in this research are mostly college students with 203 number of respondents or 89.8%. The second is occupied by workers with 16 number of respondents

or 7.1%. Finally are the high school students with the number of 7 respondents or 3.1%. It reveals that the college student guests of the hotel are many.

4.1.4. Hotel Brands Ever Used

There are many hotel brands are listed in this study gathered from 226 collected data. All those hotels are based in five big cities in Indonesia as it is mentioned earlier in the previous chapter. The hotel brands used by the guests are listed in the Table 4.4, along with their frequency and its percentage.

Table 4.4 ***Respondents' Classification Based on Brand Experience***

No	Brand	Frequency	Percentage
Jakarta			
1	Amaris Hotel	3	16%
2	Sofyan Inn Hotel	1	
3	Ibis Style	4	
4	The Sultan Hotel	2	
5	Griya Patria Hotel	1	
6	Akmani Hotel	1	
7	Pullman Hotel Central Park	1	
8	Horison Hotel	2	
9	The Parklane Hotel	1	
10	Pop Hotel	5	

11	Borobudur Hotel	1	
12	Millenium	1	
13	Paragon Biz	1	
14	Indonesia Kempinski	1	
15	Fave Hotel	2	
16	Grand Tropic Suites Hotel	1	
17	Centro City Hotel	1	
18	Grand Aston Hotel	3	
19	Oasis Amir Hotel	1	
20	Red Planet Hotel	2	
21	Mulia Hotel	1	
Total		36	16%
Surabaya			
22	Sangri-la Hotel	5	
23	JW. Marriott Hotel	1	
24	Oval Hotel	1	
25	Harris Hotel	1	
26	The Alana Hotel	2	9%
27	Sheraton Hotel	1	
28	Swiss bell Hotel	3	
29	Novotel Hotel	4	
30	Ibis Style	3	

		21	9%
Yogyakarta			
31	Alana Hotel	10	57%
32	Sahid Rich Hotel	3	
33	Hyatt Hotel	10	
34	Tentrem Hotel	6	
35	Sheraton Hotel	8	
36	Jayakarta Hotel	6	
37	Lokal Hotel	1	
38	Greenhost Hotel	3	
39	Pop Hotel	4	
40	Cube Hotel	2	
41	Inna Garuda Hotel	2	
42	Phoenix Hotel	4	
43	Swiss-bell Hotel	4	
44	Indoluxe Hotel	5	
45	Cakra Kusuma Hotel	5	
46	Whizz Hotel	2	
47	Grand Tjokro Hotel	3	
48	Harper Mangkubumi Hotel	3	
49	Royal Ambarrukmo Hotel	6	
50	The 101 Hotel	2	

51	LPP Garden Hotel	2	
52	Savita Hotel	1	
53	Yats Colony Hotel	1	
54	The Groove Hotel	1	
55	Grand Quality Hotel	2	
56	Sagan Hotel	2	
57	Grand Mercure Hotel	2	
58	Plaza Hotel	2	
59	Melia Purosani Hotel	3	
60	Neo Awana Hotel	2	
61	Grage Ramayana Hotel	1	
62	Eastparc Hotel	4	
63	Grand Aston Hotel	3	
64	Innside by Melia Hotel	1	
65	Santika Hotel	2	
66	Rich Hotel	2	
67	Cakra Kembang Hotel	1	
68	Pesonna Hotel	1	
69	Horison Hotel	2	
70	Dafam Hotel	1	
71	Jogokaryan Hotel	1	
72	Andrea Hotel	1	

73	Grand Keisha Hotel	1	
74	Grand Palace Hotel	1	
75	Wisanti Hotel	1	
Total		130	
Denpasar			
76	Hardrock Hotel	2	
77	Lorin New Hotel	2	
78	B hotel	1	
79	Grand Inna	1	
80	Accord Hotel	1	
81	Aston Hotel	3	7%
82	Golden Tulip Essential Hotel	1	
83	Holiday Inn Hotel	1	
84	Neo Gatot Subroto Hotel	2	
85	Puri Anggrek Hotel	1	
Total		15	7%
Bandung			
86	Novotel Hotel	3	
87	Sheraton Hotel	2	11%
88	Trans Luxury Hotel	1	
89	Ibis Style Hotel	4	

90	Citraland Hotel	3	
91	Vio Hotel	1	
92	Fave Hotel	1	
93	Grand Sarila Hotel	3	
94	Horison Hotel	3	
95	Ivory Hotel	1	
96	Golden Flower Hotel	1	
97	Cemara Hijau Hotel	1	
Total		24	11%
Total			100.0

Source: Primary Data (Computed), 2017

Based on the hotel brands listed on the Table 4.4, the majority of respondents had experienced the hotel in Yogyakarta with the number of 130 guests or 57%. In Yogyakarta, the most rented hotel is The Alana Hotel and Hyatt Hotel with the number of 10 rented times each. The second city most visited by the respondents is Jakarta, with the number of 36 or 16% respondents had experienced the hotels in the city. In this study, Pop Hotel is the most rented hotel in Jakarta with 5 times being rented.

In the third place is Bandung, with the number of 24 or 11% respondents had experienced the hotels in the city. It is revealed that the most visited hotel in Bandung in this study is Ibis Style Hotel 4 rented times. Followed by Surabaya in the fourth place with the number of 21 or

9% of respondents had experienced the hotels in the city. In Surabaya, the most rented hotel is Sangri-la Hotel with 5 rented times.

The last city is Denpasar, with the number of 15 or 7% of respondents had experienced the hotels in the city. Grand Aston Hotel is the most rented hotel in Denpasar with 5 rented times, in this study. Therefore, it can be concluded that, in this study, the most rented hotel are The Alana Hotel and Hyatt Hotel inn Yogyakarta with the number of 10 rented times each.

4.2. Descriptive Analysis

The value-average score was assisted to determining respondents‘ assessment criteria. Score interval can be found by the following calculation:

Lowest perception score = 1

Highest perception score = 6

Interval = $\frac{6 - 1}{5} = 1$

With the detail interval as follows:

1.00 – 2.00 = Very Bad

2.01 – 3.00 = Bad

3.01 – 4.00 = Fair (Neutral)

4.01 – 5.00 = Good

5.01 – 6.00 = Very Good

4.2.1. Value Equity

The result of descriptive analysis of Value Equity can be seen in the Table 4.5 as follow:

Table 4.5 ***Descriptive Analysis of Value Equity***

Attributes of Value Equity	Mean	Category
Given the price of the hotel room, the service is very good	**5.0044**	**Good**
Given the quality of the hotel room, the service is very good	4.9823	Good
The hotel is very attractive	4. 8142	Good
Overall, the hotel is of high quality	4.9248	Good
Given the price of food and beverages in the hotel, these products are very good	4.4027	Good
Given the quality of food and beverages in the hotel, these products are very good	4.6283	Good
Given the same price of the same class	4.6504	Good

of hotel in the city, the price of this hotel is very competitive		
Mean	**4.772**	Good

Source: Primary Data (Computed), 2017

Based on the descriptive analysis as presented in the Table 4.5, it is shown that the average assessment of 226 respondents‘ of hotel‘s guests is 4.77. Among the seven indicators of value equity, the fisrt indicator which is ―Given the price of the hotel room, the service is very good‖ has the highest mean with the value of 5.00 and is considered as good category. For the indicator with the lowest mean is the sixth indicator, ―Given the quality of food and beverages in the hotel, these products are very good‖, with 4.62 value and is considered as good. Therefore, the result indicates that the respondents‘ perception toward value equity is good.

4.2.2. Brand Equity

The result of descriptive analysis of Brand Equity can be seen in the Table 4.6 below:

Table 4.6 ***Descriptive Analysis of Brand Equity***

Attributes of Brand Equity	Mean	Category
Hotel X is a likable brand	4.5885	Good
Hotel X is an attractive brand	**4.6681**	**Good**
Hotel X is a unique brand	4.4558	Good

Hotel X is a strong brand	4.6460	Good
Mean	**4.590**	Good

Source: Primary Data (Computed), 2017

Based on the descriptive analysis served in the Table 4.6 above, it can be concluded that the average assessment of 226 respondent of the variable of brand equity is 4.59 and it is categorized as good value. The highest mean among those four indicators in this variable is the second indicator which is ―Hotel X is an attractive brand‖ with the mean 4.67 or is considered as good. While the third indicator, ―Hotel X is a unique brand‖, is the lowest mean with the value of 4.455 and is considered as good. Hence, from the result, we can see that he respondents' perception toward brand equity is good.

4.2.3. Relationship Equity

The following Table 4.7 shows the result of descriptive analysis form the third variable, Relationship Equity.

Table 4.7 ***Descriptive Analysis of Relationship Equity***

Attributes of Relationship Equity	Mean	Category
As a member of the loyalty program, the hotel does services for me that they don't do for most guests	4.0619	Good
I am familiar with the employees that perform the service	3.0664	Fair

I like glad to meet other customers in the hotel	3.7788	Fair
I know what to expect when I go in	4.5664	Good
This hotel‘s employees are perfectly honest and truthful	4.5796	Good
This company’s employees can be trusted completely	**4.6504**	**Good**
This company‘s employees have high integrity	4.6150	Good
Mean	4.188	Good

Source: Primary Data (Computed), 2017

From the Table 4.7, it is shown that the average assessment of 226 respondents of relationship equity variable is 4.18 and is considered as good. The highest mean of relationship equity‘s indicator is the sixth indicator which is ―This company‘s employees can be trusted completely‖, with the mean of 4.65. While the lowest mean is 3.06 with the indicator of ―I am familiar with the employees that perform the service‖. It considered as fair. It is therefore the respondents‘ perception toward Relationship Equity is good.

4.2.4. Green Equity

The result of descriptive analysis of green marketing variable could be seen in the Table 4.8 below:

Table 4.8 ***Descriptive Analysis of Green Equity***

Attributes of Green Equity	Mean	Category
I am glad the hotel uses energy-saved facilities. (reduce)	4.1504	Good
I am glad the hotel reuses water for cleaning and watering the landscape. (reuse)	4.3407	Good
I like that the hotel obtains some energy from solar panels. (renew	4.2965	Good
I am glad the hotel collects paper and plastic for recycling. (recycle)	**3.8097**	**Fair**
I like that the hotel provides guests with energy-saving/recycling reminders. (remind)	4.1681	Good
I am glad the hotel uses energy-saving facilities. (reduce)	4.2699	Good
"This hotel uses energy-saving facilities (eg automatic air conditioning, automatic power off	4.5442	Good

when hotel guest goes) (reduce)"		
I am glad that the hotel use light bulbs	**4.5133**	**Good**
The hotel takes good care of the water pipes for the toilets, showers and washbasin	4.4912	Good
Mean	**4.287**	**Good**

Source: Primary Data (Computed), 2017

From the Table 4.8, the result of descriptive analysis of green marketing variable shows that the average assessment of 226 respondents is 4.28 an dis considered as good. The highest mean in this variable is the seventh indicator which is "This hotel uses energy-saving facilities (eg automatic air conditioning, automatic power off when hotel guest goes) (reduce)" with the mean of 4.54 and is considered as good. The lowest mean is the fourth indicator, ―I am glad the hotel collects paper and plastic for recycling. (recycle)‖, with 3.809 and is considered as fair. From the result we can conclude that the respondents‘ perception toward green marketing is good.

4.2.5. Loyalty Intentions

The result of descriptive analysis of the last indicator is shown in the Table 4.9 as follow:

Table 4.9 ***Descriptive Analysis of Loyalty Intentions***

Attributes of Loyalty Intentions	Mean	Category
I would return to this hotel	4.5708	Good
I would recommend this hotel to a friend	4.5885	Good
I would recommend this hotel to my family	4.5973	Good
I mostly say positive things about this hotel	**4.6239**	**Good**
I do not mind to pay with a higher price when the price increases	3.6814	Fair
Mean	4.412	Good

Source: Primary Data (Computed), 2017

From the result shown, the average assessment of 226 respondents in the loyalty intentions variable is 4.412 and is considered as good. The highest mean is placed by the fourth indicator, ―I mostly say positive things about this hotel‖, with the value of the mean 4.62, and is considered as good. The lowest mean is 3.681 and is considered as fair. The indicator with the lowest mean is the

fifth indicator, ―I do not mind to pay with a higher price when the price increases‖.

4.3. Validity and Reliability Test

Even though the validity testing has been tested by SPSS program, it is required that the data is retested by using AMOS measurement model. In this study, 226 samples were taken to measure the validity and reliability test. This must be done in order to know whether the data of AMOS were valid and reliable. AMOS software version 22.0 was used to test validity in this research. The evaluation of measurement model also evaluates whether the item is good or not, by using Confirmatory Factor Analysis (CFA) or known as factor analysis. CFA measurement model is used in order to described how good the variables to be used to measure the construct. The variable can be stated as valid if the loading factor from each construct is more than 0.5 (λ>0.5). Moreover, if the value of construct reliability from each construct is more than 0.7, it can be stated as reliable. The result of validity and reliability test using AMOS program could be seen in Table 4.10 below:

The formula of construct reliability is adopted from Fornell and Lacker (1981):

Table 4.10 ***Validity and Reliability Test (AMOS)***

Variable	Indicator	Loading Factor (λ)	Standart Error ( )	Σ(λ)	Σ( )	Construct Reliability	Label
Value Equity						0.989	Reliable
	VE1	0.774	0.032	5.003	0.309		Valid
	VE2	0.806	0.030				Valid
	VE3	0.739	0.045				Valid
	VE4	0.675	0.041				Valid
	VE5	0.690	0.059				Valid
	VE6	0.761	0.044				Valid
	VE7	0.588	0.058				Valid
Brand Equity						0.988	Reliable
	BE1	0.875	0.032	3.403	0.14		Valid
	BE2	0.933	0.024				Valid
	BE3	0.799	0.039				Valid
	BE4	0.796	0.045				Valid
Relationship Equity						0.975	Reliable
	RE1	0.371	0.114	4.508	0.506		Invalid
	RE2	0.412	0.155				Invalid
	RE3	0.516	0.092				Valid
	RE4	0.517	0.083				Valid
	RE5	0.876	0.023				Valid
	RE6	0.926	0.019				Valid
	RE7	0.890	0.020				Valid
Green						0.985	Reliable

Equity							
	GE1	0.741	0.052	6.385	0.603		Valid
	GE2	0.850	0.035				Valid
	GE3	0.797	0.047				Valid
	GE4	0.691	0.089				Valid
	GE5	0.754	0.064				Valid
	GE6	0.715	0.076				Valid
	GE7	0.542	0.107				Valid
	GE8	0.673	0.065				Valid
	GE9	0.622	0.068				Valid
Loyalty Intentions						0.988	Reliable
	LI1	0.866	0.038	4.259	0.211		Valid
	LI2	0.948	0.018				Valid
	LI3	0.954	0.019				Valid
	LI4	0.867	0.030				Valid
	LI5	0.624	0.106				Valid

Source: Primary Data (Computed), 2017

Shown from the data in the Table 4.10 that from the total of 32 questions, there are two indicators of the relationship equity that are invalid as the value of the loading factor are less than 0.5 ($\lambda<0.5$). However, the rest of the indicators are all valid with the value of loading factor more than 0.5 ($\lambda>0.5$).

The reliability is the overall consistency of a measure. A measure is stated to have a high reliability if it produces similar results under consistent conditions. Based on the Table 4.10, the result of construct reliability shows very good values which is all values are more than 0.7.

4.4. Goodness of Fit Measurement

One of the most chosen techniques by the researchers across disciplines and the _must‘ used technique for researchers in the social science is Structural Equation Modelling (SEM). Because there is no single measurement to test the hypothesis in SEM analysis, researchers cab test the hypothesis by using Goodness of Fit index to measure the goodness of the proposed models. There are eight measurement in total used to determine good criteria (goodness of fit) of the measurement models, namely Degree of Freedom, probability, CMIN/DF, RMSEA, GFI, TLI, and CFL. The result of the Goodness of Fit of this study could be seen in the Table 4.11 as follow:

Table 4.11 ***Goodness of Fit Analysis model 1***

Goodness of Fit Index	**Cut off Value**	**Result**	**Model Valuation**
Degree of Freedom (DF)	Positive	104	Good Fit
X^2 (Chi-Square)	Small value	182.470	Good Fit
Probability	≥ 0.05	0.000	Not Fit
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08	0.058	Good Fit
GFI (Goodness of Fit Index)	≥ 0.90	0.915	Good Fit
AGFI (Adjusted Goodness of Fit)	≥ 0.90	0.875	Marginal Fit
CMIN/DF	≤ 2.00	1.755	Good Fit
TLI (Tucker Lewis Index)	≥ 0.90	0.964	Good Fit

CFI (Comparative Fit Index)	≥ 0.90	0.973	Good Fit

Source: Primary Data (Computed), 2017

Table 4.8 shows the result of the data analysis for the first model proposed in this study. The first model is not fulfilling all the goodness of fit criteria. There is only one criterion are not fulfilled, which is Probability that only has the score of 0.000. The Probability, in order to be valid, must have the value of more or equal to 0.05 (≥ 0.05). Besides, the AGFI in the first model also results marginal fit with the score of 0.875 which means still fulfilling the threshold which must be more than or equal to 0.900 (≥ 0.90). However, the rest criteria are all resulting good score; Degree of Freedom (DF) with the score of 104, RMSEA with the score of 0.058, GFI with the score of 0.915, CMIN/DF with the score of 1.755, TLI with the score of 0.964, and the last one is CFI, with the score of 0.973.

Table 4.12 ***Goodness of Fit Analysis model 2***

Goodness of Fit Index	**Cut off Value**	**Result**	**Model Valuation**
Degree of Freedom (DF)	Positive	21	Good Fit
X^2 (Chi-Square)	Small value	37.422	Good Fit
Probability	≥ 0.05	0.015	Good Fit
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08	0.059	Good Fit
GFI (Goodness of Fit Index)	≥ 0.90	0.966	Good Fit
AGFI (Adjusted Goodness	≥ 0.90	0.926	Good Fit

of Fit)			
CMIN/DF	≤ 2.00	1.782	Good Fit
TLI (Tucker Lewis Index)	≥ 0.90	0.984	Good Fit
CFI (Comparative Fit Index)	≥ 0.90	0.990	Good Fit

Source: Primary Data (Computed), 2017

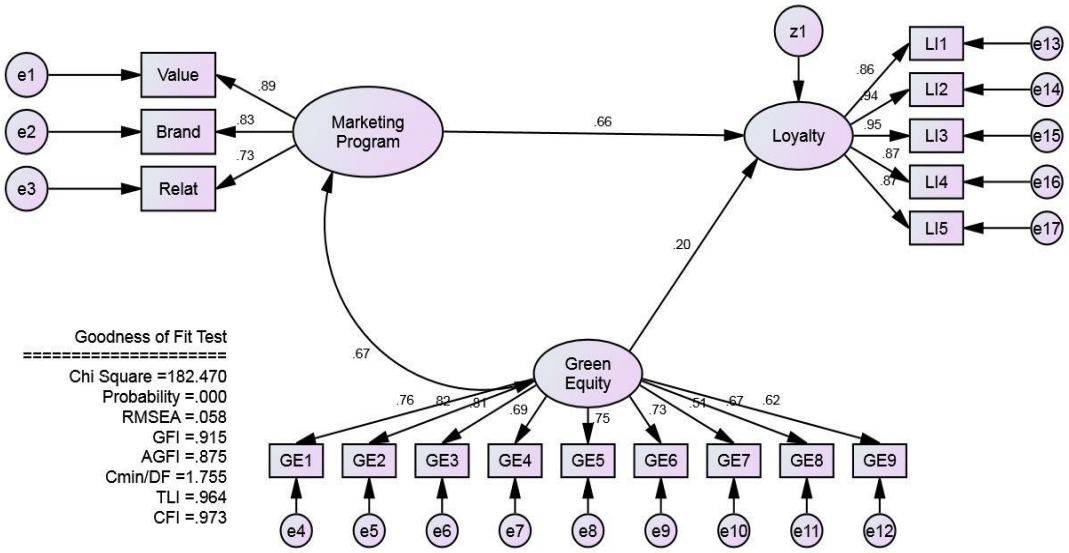
The second model data analysis of Goodness of Fit Criteria is shown in Table 4.12. From Table 4.12 we can see that all eight parameters fulfilling the good fit criteria, as listed in Table 4.12; Degree of Freedom (21), Chi-square (37.422), Probability (0.015), RMSEA (0.059), AGFI (0.926), CMIN/DF (1.782) TLI (0.984), and CFI (0.990). Hence, the all eight parameters in the goodness of fit index of the second model are good fit.

4.5. Hypothesis Testing (Model 1)

As it is discussed, there are five hypotheses in the first model. In investigating whether the hypotheses were supported or not, the probability result of standardized regression weight estimate was analysed. The hypothesis is supported when the value of probability is less than 0.05 ($p<0.05$).

The testing result of the research model could be seen in the following model:

Figure 4.1 Result of Research Model 1



Source: Primary Data (Computed), 2017

According to the analysis of AMOS version 22.0, the following is Table 4.13 explainig hypothesis testing that indicated the causal relationship among the variables:

Table 4.13 ***Hypothesis Testing Result Model 1***

Hypothesis	**Variable Relationship**	**Estimate Standardized**	**P-Value**	**Label**
H1	Green Equity → Loyalty Intentions	0.199	0.004	Supported
H2	Marketing Program →	0.885	0.000	Supported

	Value Equity			
H3	Marketing Program → Brand Equity	0.828	0.000	Supported
H4	Marketing Program → Relationship Equity	0.725	0.000	Supported
H5	Marketing Program → Loyalty Intentions	0.660	0.000	Supported

Source: Primary Data (Computed), 2017

Based on Table 4.15, the equations were:

VE = 0.885

BE = 0.828

RE = 0.725

LI = 0.660+0.199GE

Table 4.13 shows that the first hypothesis, green equity influences customer loyalty independent of the effect of customer equity on loyalty is significant. The analysis result of the first hypothesis can be seen in Table 4.13. The p-value of the first hypothesis is 0.004 ($p<0.005$) and the path estimate is 0.199. Therefore, from the implied result, it can be concluded that the first hypothesis (**H1**) of this study is **accepted**.

The second, the researcher hypothesised that value eqity positively relates to marketing programs is significant. With 0.000 (0.005) p-value and 0.885 of path estimate, it shows that **H2** which is value equity positively relates to marketing programs that eventually influences loyalty intentions, is **accepted**. Value equity is the strongest indicator in the first model.

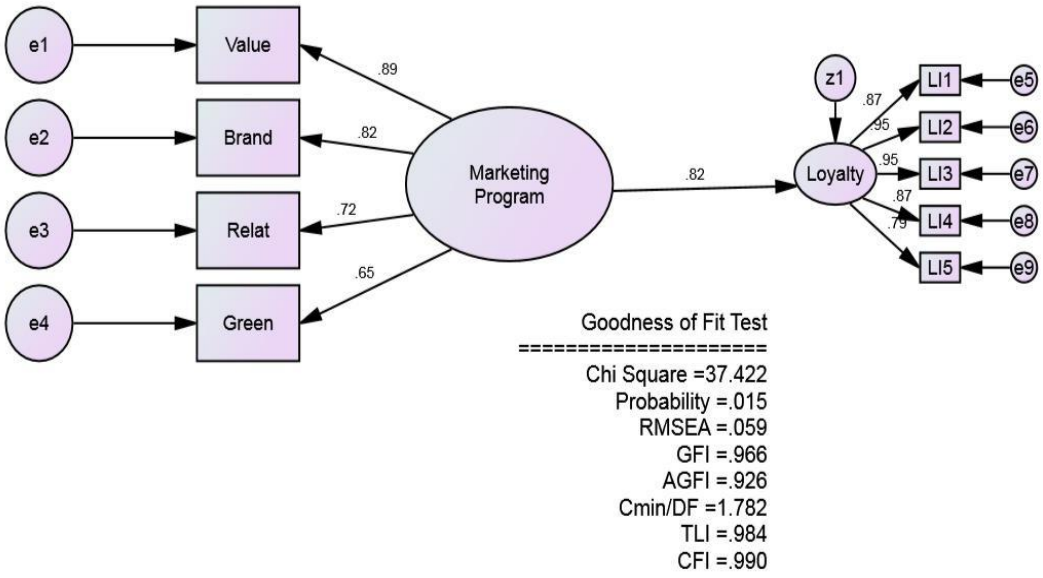
The next is **H3**; brand equity positively relates to marketing programs, also significant with 0.000 ($p<0.005$) of p-value and 0.828 of path estimate. Therefore, **H2** is the second most significant indicator after value equity and is **accepted**. The following hypothesis **H4**; relationship equity is one of customer drivers that through marketing programs influences loyalty intentions, is also significant with 0.000 ($p<0.005$) of p value and 0.728 of path estimate. Relationship equity is the third most significant indicator and therefore **H4** is **accepted**.

Understanding that the **H2, H3**, and **H4** are all significant, the final hypothesis (**H5**) of the first model; an organization‘s marketing programs as a second-order latent variable that is explainable by three first-order factors: a firm‘s value, brand and relationship equities, positively affects its loyalty intentions is significant with the 0.000 ($p<0.005$) p-value and 0.660 of path estimate. Therefore, **H5** is **accepted**. To sum up, the influence of organizations‘ marketing programs and green equity on loyalty intentions is all significant.

4.6. Hypothesis Testing (Framework Model 2)

As it is discussed, there are five hypotheses in the second model. In investigating whether the hypothesis was supported or not, the probability result of standardized regression weight estimate was analysed. The hypothesis is supported when the value of probability is less than 0.05 ($p<0.05$). The testing result of the research model could be seen in the following model:

Figure 4.2 Result of Research Model 2



Source: Primary Data (Computed), 2017

According to the analysis of AMOS version 22.0, Table 4.14 shows the hypothesis testing that indicated the causal relationship among the variables:

Table 4.14 ***Hypothesis Testing Result Model 2***

Hypothesis	**Variable Relationship**	**Estimate Standardized**	**P-Value**	**Label**
H6	Marketing Program → Value Equity	0.887	0.000	Supported
H7	Marketing Program → Brand Equity	0.822	0.000	Supported
H8	Marketing Program → Relationship Equity	0.722	0.000	Supported
H9	Marketing Program → Green Equity	0.651	0.000	Supported
H10	Marketing Program → Loyalty Intentions	0.821	0.000	Supported

Source: Primary Data (Computed), 2017

Based on Table 4.15, the equations were:

VE = 0.887

BE = 0.822

RE = 0.722

GE = 0.651

LI = 0.821

The are fivehypotheses in the second model, which are **H6, H7, H8, H9, H10**. An organization‘s marketing programs; value equity, brand equity, relationship equity, and green equity, directly influences their loyalty intentions, shown in Table 4.15 are all significant. It is showed by the p-value of the hypotheses, the p-value for value equity, brand equity, relationship equity, and green equity program separately and together to the loyalty intentions, are 0.000 ($p<0.005$). The path estimates also showed the good results which are 0.887 for value equity, 0.822 for brand equity, 0.722 for relationship equity, and 0.651 for green equity, better than the result in the previous model. Finally, the path estimate for overall assessment of an organization‘s marketing programs is 0.821. From the above result, it can be concluded that the third hypothesis, **H6, H7, H8, H9, H10** are all **accepted**.

4.7. Result Discussion

To determine which of the proposed two structural models best fit the sample data, the researcher chose the model that has the better standard of Goodness of Fit. The second model is the best fit shown in Table 4.12 in the previous section. The following are the discussions of the ten hypotheses proposed in this study with the five hypotheses are proposed in the first model, and other five hypotheses are proposed in the second model.

4.7.1. The influence of green equity on loyalty intentions, independent of the effect of customer equity on loyalty.

This study revealed that green equity independently affecting loyalty intentions. Although having the lowest p-value and path estimate, which is 0.004 ($p<0.005$) and 0.199, compares to the other equities designed in marketing programs, measured by SEM, the result shows positive and significant impact on it. In this hypothesis, green equity drives the guests‘ loyalty without working mutually with other marketing programs. It means that the loyalty intentions‘ rose after the guests experiencing on-site service in which the hotel attempts to use ecological concern facilities.

Therefore, it is important to highlight that the guests appreciate a hotel‘s green initiatives (Chan, 2013; Peattie and Crane, 2005). In other words, the better the green equity applied, the higher the loyalty intentions‘ of the guests are. The result of this study aligns wth preious study that it is distinctly possible that the growing number of service organizations will realize that going green promises may have a bottom-line payoff in term of cost control, increase profitability and consumer evoking interest (Davis, 1991), and therefore customer loyalty intentions.

4.7.2. Value equity positively relates to marketing programs

The result of **H2** in this study, which is value equity is an indicator of marketing programs, is signifcant or is accepted. This study revealed that the value equity is one of the customer drivers and is therefore play an important role for the hotel‘s managers in designing marketing programs that

drive profitability. Customer equity is described as, Rust et al. (2000, 2004), a single financial measure represents the total discounted customer's value lifetime of a firm. According to Vogel et al. (2008), the first driver of loyalty intentions is valued equity that can be understood as "the perceived ratio of what is received to what must be sacrificed".

From this investigation, it is revealed that the loyalty intentions of hotel‘s guests are affected by the value proportions that the hotel managed such as the service and product (e.g. foods, beverages, merchandises) based on the price and the quality of the room. The attractiveness of the hotel room definitely affects the guests‘ loyalty intentions. Also, the competitiveness of the price among the hotels in the same class determines the loyalty intentions of the hotel guests. Therefore, the marketing program should focus on marketing initiatives that influence the dimensions of value equity. Those align with what Rust et al. (2004). He suggests, that value equity is driven by the three sub-dimensions, where in the hotel context are marketing initiatives that influence servisecape of a hotel, average room rate an perceived benefits. Value equity is the strongest indicator in the study of the first model.

4.7.3. Brand equity positively relates to marketing programs

The brand of a hotel that refers to the image and reputation of a hotel that is one of the idicators of marketing programs in the **H3** is also significant. The result of this study suggests that the more likeable, attractive, unique and stronger the brand, the higher the loyalty intentions‘ of a customer is. It is aligned with the previous study, high brand equity is achieved when

customers perceive the brand as strong, attractive, unique and likeable (Verhoef, Langerak, and Donkers, 2007).

The result of this study is also supported by Rust et al. (2000, 2004), Vogel et al. (2008), that Brand Equity as the customer‘s subjective appraisal of a brand choice and that refers to brand meaning, image and awareness, and corporate reputation where in the hotel context is marketing initiatives that influence the rating of a hotel, including social media commentaries, website, advertisement, etc. all influence the hotel‘s brand equity that eventually influence the customer‘s loyalty intentions. Therefore, brand equity is one of the most important drivers of customer equity to be included in marketing programs, which later will increase customer loyalty.

4.7.4. Relationship equity positively relates to marketing programs

This study proves that relationship equity plays an important contribution in marketing programs that eventually will increase customer loyalty intentions. This research found that if the customers' expectations meet with the experiences and believe that they are treated better than others, it is likely that they will be more satisfied with the brand, offering or the store, that eventually their loyalty will increase. Align with this, Vogel et al. (2008) suggests that "Relationship equity offer additional value for the customer‖.

Relationship equity, including the special service given, the familiarity of the employers to guests, the expectations that is fulfilled,

honesty and integrity of the employers, is also play an important role for the hotel guests‘ loyalty intentions. It is supported by the previous study by Rust et al. (2000) and Vogel, et al. (2008) that stated if the relationship equity, where in the hotel context are loyalty program, affinity program, online communities, etc. affects the relationship equity in which it will eventually influence the customer‘s loyalty intentions. Hence, this study implied that relationship equity play an important role in a hotel‘s marketing programs.

4.7.5. Marketing programs have a significant influence on loyalty intentions

The result of the study proves the statement proposed in the **H5**, that if the organization‘s marketing programs as a second-order latent variable that is explainable by three first-order factors: a firm‘s value, brand and relationship equities positively influence loyalty intentions. Measured by SEM, it has a positive and significant impact on loyalty and therefore is accepted.

This study proves that, in order to increase the customer loyalty, marketing programs designed by the hotel managers should focus on the activities that construct the organization‘s value, brand and relationship. In other words, the higher the organization‘s value proportion, brand image and reputation, and customer relationship, the higher the loyalty intentions of a customers.

To sum up, value equity, brand equity, and relationship equity are all significant indicators of a customer‘s evaluation of the marketing programs in

a hotel industry. Additionally, standardized coefficient mentioned in the hypothesis testing showed that the value equity is the strongest indicator of customers‘ assessment followed by brand and relationship equity. If it is compared, overall customer‘s assessment on marketing programs that are explainable by those three first-order factors has a better result on influencing customer‘s loyalty intentions compared to the independent influence of green equity on loyalty intentions.

4.7.6. The direct influence of an organization’s marketing programs; value, brand, relationship, and green equity, on customer’s loyalty intentions.

The result for the first three hypotheses of the second model, **H6, H7, H8**, which investigate about the customer‘s overall assessment of an organization‘s marketing programs, that account for all variance and covariance related to four first-order factors: value, brand, relationship and green equities, directly influences their loyalty intentions is significant. The result was measured by using SEM. From the Goodness of Fit measurement, the second model showed the better result than the first model. It is, therefore, the best model is the second model with all the values of Goodness of Fit are Good Fit. Hence, the significance of the second model is higher.

H9, Green equity, together with other marketing programs is also significant. Compared to the first model where green equity works separately with marketing programs, the second model shows better result. This study concludes that green equity gives an important contribution to the strategic initiatives of a hotel industry. Hence, green equity plays a pivotal role in the

manifestation of the overall assessment of a hotel‘s marketing programs (Robinot and Giannelloni, 2010). Nevertheless, although it has influence to the marketing program that eventually will increase loyalty intentions, green equity has the weakest influence in this assessment compared to the hotel‘s value proposition, brand image/reputation and relationship programs. Therefore, from the all explanation above, finally, the last hypothesis, **H10**, is significant and is having the better result compared to the first model. The overall assessment of customer in marketing programs, value, brand, relationship, and green equities contribute to the customer‘s loyalty intentions.

This study reveals that the customer assessment in marketing programs is a significant predictor of a hotel guests‘ loyalty. The second model in this study shows that this study extends the customer equity paradigm (Vogel et al.,2008) by presenting that value, brand, relationship and also green equities separately and together influence a hotel guests‘ loyalty. Additionally, in this study, the standardized coefficients showing the strongest indicator of customers‘ assessment is value equity followed by brand, relationship and green equity. It aligns with the previous studies by Rust, Zeithaml, and Lemon (2000) and Rust, Lemon, and Zeithaml (2004) who mention that a customer‘s switching propensity, a measure similar to loyalty intentions, is affected by value equity.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

This study provides evidences in the hotel industry in Indonesia (specifically in Jakarta, Surabaya, Yogyakarta, Denpasar, and Bandung) that green marketing program can be used to increase hotel customer loyalty. This research found a significant result on how the customer equity models positively influence guests‘ loyalty intentions. The first model showed that amongst those three customer drivers, value equity is the highest predictors, followed by brand and relationship equity. As hypothesised in the first model of this study, it is also significant that the green equity influences customer loyalty independent of the effect of customer equity on loyalty, albeit the effect is the weakest of the three customer drivers as the three first-order factors. Hence, it is important to highlight that the guests appreciate a hotel‘s green initiatives. In other words, the better the green equity applied, the higher the loyalty intentions‘ of the guests are.

The second model of this study is the best fit compared to the first model. This study sheds light on the question by exploring the extent to which green marketing initiatives in a hotel industry work together with other strategic initiatives designed to positively influence the hotel guests‘ loyalty intentions. Green initiatives of a hotel are a significant predictor of customers‘ overall assessment of a hotel‘s marketing programs, though it is

the weakest indicator. Hence, it can be concluded that hotel‘s green programs are important, however it must be noted that they should not supersede other marketing programs that promote hotel value, hotel image/reputation and customer relationship. Taken as a whole, a property‘s green programs is appreciated and is perceived as a one type of marketing program by the guests, which promotes loyalty together with other programs to increase guests‘ loyalty intentions. However, it does not drive their decision-making.

5.2. Research Limitation

This study is far from perfect. In term of limitations, there are several considerations as follow:

1. This study is based on purposive sampling, however in gathering the respondents, they are mostly the university students with the age is between 15-30 years old
2. There probably exist marketing program‘s indicators that affect positive loyalty intentions which are yet to be studied

5.3. Recommendations

5.3.1 Theoretical Implication

The research suggests that the majority of customer perceive green practices of firms not in separation with other strategic marketing program that are intended to promote value, brand, and relationship programs. Therefore, this research suggests that researchers should consider green

marketing programs from a holistic view, hence treat them as strategic tools that work intimately with other strategic programs to boost customer behaviours and attitudes that are both favourable. Additionally, it is suggested that the research framework can also be modified to find possible better models that explain green marketing contributions in the hotel industry. Also, the research suggests to the future study to examine the other indicators that might be the drivers to the customer equity thus it influences customer‘s loyalty.

5.3.2 Managerial Implication

This research reveals that rather than respond specifically to the property‘s green marketing program *per se*, hotels‘ guests consider a property‘s green programs in their overall assessment of other programs that directly affect their loyalty intentions. Even though green programs play a weaker role in guests‘ overall assessment of a hotel‘s marketing programs, it must be noted that green programs indirectly influence guest loyalty and behaviours, while also decreasing operational expenditures. Aside from that the research suggests that hotels should continue implementing green marketing programs as they result in operation cost savings and show the firms‘ obedience to the regulations.

The returns associated with green marketing developmental and promotional expenses will be realized more in operational savings as hotels‘ guests appreciate green endeavour though not necessarily sign high price premiums. The research findings also apply to green retailers, where the

customers consider green marketing initiatives in the context of each retailer‘s specific marketing program.

5.3.3 Societal Implication

To support a sustainable environment, service organizations have a humanitarian obligation to apply green marketing programs. The research suggests, by improving societal welfare, the profitability of service organization will improve as green marketing initiatives in service organization should be well-received by the customers.

REFERENCES

Adams, J. Stacy (1965), ―Inequity in Social Exchange,‖ in *Advances in Experimental Social Psychology*, Vol. 2, Leonard Berkowitz, ed. New York: Academic Press, 267–99.

Blacconiere, W. G. and D. M. Patten. (1994), ―Environmental disclosures, regulatory costs, and changes in .rm value‖, *Journal of Accounting and Economics* 8: 357– 77.

Bolton, Ruth N. (1998), ―A Dynamic Model of the Duration of the Customer‘s Relationship with a Continuous Service Provider: The Role of Satisfaction,‖ *Marketing Science*, 17 (1), 45–65. ———, P.K. Kannan, and Matthew D. Bramlett (2000), ―Implications of Loyalty Program Membership and Service Experiences for Customer Retention and Value,‖ *Journal of the Academy of Marketing Science*, 28 (1), 95–108.

Butler, J. (2008), ―The compelling ‗hard case‘ for ‗green‘ hotel development‖, *Cornell Hospitality Quarterly*, Vol. 49 No. 3, pp. 234-244.

Chan, E.S.W. (2013a), ―Gap analysis of green hotel marketing‖, *Journal of Contemporary Hospitality Management*, Vol. 25 No. 7, pp. 1017-1048.

Chen, Y.S. (2011), ―Green organizational identity: sources and consequence‖, *Management Decision*, Vol. 49 No. 3, pp. 384-404.

Clarke, R.A., Stavins, R.N., Greeno, J.L., Bavaria, J.L., Cairncross, F., Esty, D.C., Smart, B., Piet, J., Wells, R.P., Gray, R., Fischer, K., Schot, J. (1994), ―The Challenge of Going Green‖, Harvard Business Review, July/August, available at: https://hbr.org/1994/07/the-challenge-of-going-green

Davis, J.J. (1991), ―A blueprint for green marketing‖, *Journal of Business Strategy*, July/August, pp. 14-17.

Dick, Alan S. and Kunal Basu (1994), ―Customer Loyalty: Toward an Integrated Conceptual Framework,‖ *Journal of the Academy of Marketing Science*, 22 (2), 99–113.

Fornell, C., & Larcjer, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Business Research,* in press.

Friedman, T.L. (2007), ―The power of green‖, *The New York Times*, 15 April, available at www.nytimes.com/2007/04/15/magazine/15green.t.html

Ginsberg, J.M. and Bloom, P.N. (2004), ―Choosing the right green marketing strategy‖, *Sloan Management Review*, Vol. 46 No. 1, pp. 79-84.

Grove, S.J., Fisk, R.P., Pickett, G.M. and Kangun, N. (1996), ―Going green in the service sector: social responsibility issues, implications, and implementation‖, *European Journal of Marketing*, Vol. 30 No. 5, pp. 56-66.

Gwinner, Kevin P., Dwayne D. Gremler, and Mary J. Bitner (1998), ―Relational Benefits in Services Industries: The Customer‘s Perspective,‖ *Journal of the Academy of Marketing Science*, 26 (2), 101–114.

Haanes, K., Arthur, D., Balagopal, B., Kong, M.T., Reeves, M., Velken, I., Hopkins, M.S. and Kruschwitz, N. (2011), ―Sustainability: the embracers seize advantage‖, *MIT Sloan Management Review*, Vol. 52 No. 2, pp. 1-27.

Hamilton, J. (1995), ―Pollution as news: Media and stock market reactions to the toxic release inventory data‖, *Journal of Environmental Economics and Management* 28: 98–113.

Hartmann, P. and Ibanez, V.A. (2006), ―Green value added‖, *Marketing Intelligence & Planning*, Vol. 24 No. 7, pp. 673-680.

Hartmann, P., Ibanez, V.A. and Sainz, F.J.F. (2005), ―Green branding effects on attitude: functional versus emotional positioning strategies‖, *Marketing Intelligence & Planning*, Vol. 23 No. 1, pp. 9-29.

Haryono, S., & Wardoyo, P. (2012). *Structural equation modeling: Untuk penelitian manajemen menggunakan amos 18.00*. Bekasi: PT. Intermedia Personalia Utama.

Hennig-Thurau, Thorsten, Kevin P. Gwinner, and Dwayne D. Gremler (2002), ―Understanding Relationship Marketing Outcomes: An Integration of Relational Benefits and Relationship Quality,‖ *Journal of Service Research*, 4 (3), 230–47.

Homans, George C. (1961), *Social Behavior: Its Elementary Forms*. New York: Harcourt Brace.

Johnson, Michael D., Andreas Herrmann, and Frank Huber (2006), ―The Evolution of Loyalty Intentions,‖ *Journal of Marketing*, 70 (April), 122–32.

Khanna, M., W.R. Quimio, and D. Bojilova. (1998), ―Toxic release information: A policy tool for environmental protection‖, *Journal of Environmental Economics and Management* 36: 243– 266.

King, A.A. and Lenox, M.J. (2001), ―Does it really pay to be green? An empirical study of firm environmental and financial performance‖, *Journal of Industrial Ecology*, Vol. 5 No. 1, pp. 105-116.

Ko, E., Hwang, Y.K. and Kim, E.Y. (2013), ―Green marketing functions in building corporate image in the retail settings‖, *Journal of Business Research*, Vol. 66 No. 10, pp. 1709-1715.

Konar, S. and M. Cohen. (1997), ―Information as regulation: The effect of community right to know laws on toxic emissions‖, *Journal of Environmental Economics and Management* 32: 109– 124.

Kuminoff, N.V., Zhang, C. and Rudi, J. (2010), ―Are travellers willing to pay a premium to stay at a ‗green‘ hotel? Evidence from an internal meta-analysis of hedonic pricepremia‖, *Agricultural and Resource Economics Review*, Vol. 39 No. 3, pp. 468-484.

Lam, Shun Y., Venkatesh Shankar, M. Krishna Erramilli, and Bvsan Murthy (2004), ―Customer Value, Satisfaction, Loyalty, and Switching Costs: An Illustration from a Business-to-Business Service Context,‖ *Journal of the Academy of Marketing Science*, 32 (3), 293–311.

Lee, J.-S., Hsu, L.-T., Han, H. and Kim, Y. (2010), ―Understanding how consumers view green hotels: how a hotel's green image can influence behavioural intentions‖, *Journal of Sustainable Tourism*, Vol. 18 No. 7, pp. 901-914.

Lemon, K.N., Rust, R.T. and Zeithaml, V.A. (2001), ―What drives customer equity?‖, *Marketing Management*, Vol. 10 No. 1, pp. 20-25.

Leonidou, L.C., Leonidou, C.N. and Kvasova, O. (2010), ―Antecedents and outcomes of consumer environmentally friendly attitudes and behaviour‖, *Journal of Marketing Management*, Vol. 26 Nos 13/14, pp. 1319-1344.

Ludin, I. H. B.H., & Cheng, B. L. (2014). Factors Influencing Customer Satisfaction and E-Loyalty: Online Shopping Environment among the Young Adults. Management Dynamics in the Knowledge Economy, 2(3), 462-471. Retrieved from http://search.proquest.com/docview/1646545655?accountid=45580

Maignan, I., Ferrell, O.C. and Ferrell, L. (2005), ―A stakeholder model for implementing social responsibility in marketing‖, *European Journal of Marketing*, Vol. 39 Nos 9/10, pp. 956-977.

Manaktola, K. and Jauhari, V. (2007), ―Exploring consumer attitude and behaviour towards green practices in the lodging industry in India‖, *International Journal of Contemporary Hospitality Management*, Vol. 19 No. 5, pp. 364-377.

Mascarenhas, O. A., Kesavan, R., & Bernacchi, M. (2006), ―Lasting customer loyalty: a total customer experience approach‖, *The Journal of Consumer Marketing*, 23(7), 397-405. doi:http://dx.doi.org/10.1108/07363760610712939

Millar, M. and Baloglu, S. (2011), ―Hotel guests‘ preferences for green guest room attributes‖, *Cornell Hospitality Quarterly*, Vol. 52 No. 3, pp. 302-311.

Nantel, Jacques., Weeks, W.A, (1996), "Marketing ethics: is there more to it than the utilitarian approach?", *European Journal of Marketing*, Vol. 30 Issue: 5, pp.9-19, https://doi.org/10.1108/03090569610118713

Oliver, Richard L. (1997), *Satisfaction: A Behavioral Perspective on the Consumer*. Boston: McGraw-Hill. ——— and Wayne S. DeSarbo (1988), ―Response Determinants in Satisfaction Judgments,‖ *Journal of Consumer Research*, 14 (4), 495–507.

Ostrom, A.L., Bitner, M.J., Brown, S.W., Burkhard, K.A., Goul, M., Smith-Daniels, V., Demirkan, H. and Rabinovich, E. (2010), ―Moving forward and making a difference: research priorities for the science of service‖, *Journal of Service Research*, Vol. 13 No. 1, pp. 4-36.

Peattie, K. (2001), ―Towards sustainability: the third age of green marketing‖, *The Marketing Review*, Vol. 2 No. 2, pp. 129-146.

Peattie, K. and Crane, A. (2005), ―Green marketing: legend, myth, farce or prophesy?‖, *Qualitative Market Research: An International Journal*, Vol. 8 No. 4, pp. 357-370.

Polonsky, M.J. (1994), ―An introduction to green marketing‖, *Electronic Green Journal*, Vol. 1 No. 2, pp. 1-10.

Pride, W.M. and Ferrell. O.C. (1993), *Marketing*, 8th ed., Houghton Mifflin, Boston. MA.

Rahman, I., Reynolds, D. and Svaren, S. (2012), ―How ‗green‘ are North American hotels? An exploration of low-cost adoption practices‖, *International Journal of Hospitality Management*, Vol. 31 No. 3, pp. 720-727.

Robinot, E. and Giannelloni, J.L. (2010), ―Do hotels‘ _green‘ attributes contribute to customer satisfaction?‖, *Journal of Services Marketing*, Vol. 24 No. 2, pp. 157-169.

Rust, R.T., Lemon, K. and Zeithaml, V.A. (2004), ―Return on marketing: using customer equity to focus marketing strategy‖, *Journal of Marketing*, Vol. 68 No. 1, pp. 109-127.

Rust, R.T., Zeithaml, V.A. and Lemon, K.N. (2000), *Driving Customer Equity: How Customer Lifetime Value Is Reshaping Corporate Strategy*, Free Press, New York, NY.

Schermelleh-Engel, K., Mossbrugger, H., & Muller, H. (2003). Evaluating the Fit of Structural Equation Models: Tests of Significance and Descriptive Goodness-of-Fit Measures. *Methods of Psychological Research Online*, 23-74.

Schreiber, J., Nora, A., Barlow, E., & King, J. (2006). Reporting Structural Equation Modelling and Confirmatory Factor Analysis: A Review. *Journal of Educational Research*, 99-105.

Sekaran, U. (2000). *Research Method for Business: A Skill Build in Approach (3th Edition).* New York: John Wiley & Sons, Inc.

Silvestro, Rhian and Stuart Cross (2000), ―Applying the Service Profit Chain in a Retail Environment: Challenging the _Satisfaction Mirror,‘‖ *International Journal of Service Industry Management*, 11 (3), 244–68.

Tabaku, E., & Zerellari, M. (2015), ―Brand loyalty and loyalty programs; a literature review‖. *Romanian Economic and Business Review*, 10(2), 87-102. Retrieved from http://search.proquest.com/docview/1700066812?accountid=45580

Taylor, Steven A., Gary L. Hunter, and Timothy A. Longfellow (2006), ―Testing an Expanded Attitude Model of Goal-Directed Behavior in a Loyalty Context,‖ *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 19, 18–39.

Tsai, Y.H., Wu, C.T. and Wang, T.M. (2013), ―Attitude towards green hotel by hoteliers and travel agency managers in Taiwan‖, *Asia Pacific Journal of Tourism Research*, available at: www.tandfonline.com/doi/abs/10.1080/10941665.2013.838180#.UptlF8RDt8G (accessed 1 December 2013).

Verhoef, Peter C. (2003), ―Understanding the Effect of Customer Relationship Management Efforts on Customer Retention and Customer Share Development,‖ *Journal of Marketing*, 67 (October), 30–45.

Vogel, V., Evanschitzky, H. and Ramaseshan, B. (2008), ―Customer equity drivers and future sales‖, *Journal of Marketing*, Vol. 72 No. 6, pp. 98-108.

Walster, Elaine, G. William Walster, and Ellen Berscheid (1978), *Equity: Theory and Research.* Boston: Allyn & Bacon.

Yang, Zhilin and Robin T. Peterson (2004), ―Customer Perceived Value, Satisfaction, and Loyalty: The Role of Switching Costs,‖ *Psychology & Marketing*, 21 (10), 799–822.

Zeithaml, V.A., Bitner, M.J. and Gremler, D.D. (2013), ―Services Marketing: Integrating Customer Focus Across the Firm‖, McGraw-Hill, New York, NY.

Zins, Andreas H. (2001), ―Relative Attitudes and Commitment in Customer Loyalty Models,‖ *International Journal of Service Industry Management*, 12 (3), 269–94.

APPENDIX A

KUESIONER PENELITIAN
Green Marketing as Strategic Initiatives in a Hotel Industry

Assalamualaikum Wr. Wb.
Saya Arum Kamala, mahasiswi dari International Program jurusan Management, Fakultas Ekonomi Universitas Islam Indonesia, Yogyakarta.

Saya sedang melaksanakan penelitian "Green Marketing Programs as Strategic Initiatives in a Hotel Industry". Penelitian ini dilaksanakan untuk menggali informasi terkait hotel-hotel pada 5 kota besar di Indonesia (Jakarta, Bandung, Denpasar, Yogyakarta dan Surabaya) yang telah menerapkan ―Green Markerting Programs‖ dimana pengelolaan sarana prasarana hotel telah memperdulikan kelestarian terhadap lingkungan (Hotel tersebut telah menerapkan 5R: reduce, reuse, recycle, renew, and remind).

Responden adalah tamu yang pernah menginap disalah satu hotel di lima kota besar tersebut. Kuesioner ini terdiri dari 6 pertanyaan demografik dan 32 pertanyaan variabel serta 4 pertanyaan nilai ekonomi pelanggan/customer economic value (CVE).

Identitas saudara akan saya rahasiakan. Atas kerjasama dan kesediaan saudara, saya ucapkan terimakasih. Pillih salah satu pilihan yang tersedia.

QUESTIONNAIRE

Pillih salah satu pilihan yang tersedia

SECTION A

Apakah Anda termasuk orang yang memiliki kepedulian terhadap lingkungan?

Ya

Tidak

Jenis kelamin

Pria

Wanita

Usia

16 – 30 tahun

31 – 40 tahun

Diatas 40 tahun

Pengeluaran Perbulan

<Rp. 500.000,00

Rp- 500.000,00 – Rp. 1 juta

> Rp. 1 juta – 3 juta

> Rp. 3 juta

Tingkat Pendidikan

SMA

Mahasiswa S1/Sederajat

Mahasiswa D3

Mahasiswa S2/Sederajat

Mahasiswa S3/Sederajat

Bukan Pelajar/Sudah Bekerja

6. Sebutkan satu: di hotel manakah Anda pernah menginap? Di kota mana? (Jakarta/Bandung/Surabaya/Denpasar/Yogyakarta).

Section B: Value Equity

Pilihlah salah satu dari nomor yang tersedia dengan
Contoh Keterangan: :
(1) Sangat tidak setuju (2) Tidak setuju (3) Agak tidak setuju
(4) Agak Setuju (5) Setuju (6) Sangat Setuju

Value Equity								
Kode	Pernyataan	Sangat tidak setuju						Sangat setuju
A1	Mempertimbangkan harga kamar hotel, pelayanannya sangat bagus	1	2	3	4	5	6	
A2	Mempertimbangkan kualitas kamar hotel, pelayanannya sangat bagus	1	2	3	4	5	6	
A3	Hotel ini sangat menarik	1	2	3	4	5	6	
A4	Penilaian yang bagus saya berikan kepada hotel ini berdasar pengalaman keseluruhan	1	2	3	4	5	6	
A5	Mempertimbangkan harga dari makanan dan minuman dihotel ini, produk tersebut sangatlah bagus	1	2	3	4	5	6	
A6	Mempertimbangkan kualitas dari makanan dan minuman di hotel ini, produk tersebut sangatlah bagus	1	2	3	4	5	6	
A7	Pada kelas hotel yang sama, harga dari hotel ini sangat kompetitif	1	2	3	4	5	6	

Section C: Brand Equity

Brand Equity								
Kode	Pernyataan	Sangat tidak setuju						Sangat setuju
B8	Hotel ini memiliki brand yang disukai	1	2	3	4	5	6	
B9	Hotel ini memiliki brand yang menarik	1	2	3	4	5	6	
B10	Hotel ini memiliki brand yang unik	1	2	3	4	5	6	
B11	Hotel ini memiliki brand yang kuat	1	2	3	4	5	6	

Section D: Relationship Equity

Relationship Equity								
Kode	Pernyataan	Sangat tidak setuju						Sangat setuju
C12	Hotel ini memberikan pelayanan menarik yang tidak selalu diberikan kepada semua pelanggan	1	2	3	4	5	6	
C13	Saya mengenal cukup baik para karyawan di hotel ini	1	2	3	4	5	6	

C14	Saya senang tamu-tamu yang tinggal di hotel ini ramah	1	2	3	4	5	6
C15	Ketika memutuskan akan menginap, saya tahu yang saya harapkan dari hotel ini	1	2	3	4	5	6
C16	Para karyawan hotel ini jujur	1	2	3	4	5	6
C17	Para karyawan hotel ini terpercaya	1	2	3	4	5	6
C18	Para karyawan mempunyai integritas (ketulusan/kejujuran) yang tinggi	1	2	3	4	5	6

Section E: Green Equity

Green Equity							
Kode	**Pernyataan**	**Sangat tidak setuju**					**Sangat setuju**
D19	Hotel ini sudah menerapkan hemat energi (reduce)	1	2	3	4	5	6
D20	Penggunaan air sudah dikelola dengan baik untuk memelihara kebersihan hotel (reuse)	1	2	3	4	5	6
D21	Penggunaan air sudah dikelola dengan baik untuk perawatan taman (reuse)	1	2	3	4	5	6
D22	Hotel ini sudah memasang beberapa panel surya untuk memenuhi kebutuhan listrik (renew)	1	2	3	4	5	6
D23	Hotel ini sudah mengelola sampah dengan baik (memisahkan sampah organik dan non-organik) (recycle)	1	2	3	4	5	6
D24	Hotel ini mengajak tamu pengunjung untuk peduli hemat energi (contoh: memasang poster untuk menggunakan tisu toilet secukupnya, menggunakan air secukupnya, dsb) (remind)	1	2	3	4	5	6
D25	Hotel ini menggunakan fasilitas hemat energi (contoh: AC otomatis, listrik otomatis mati saat tamu hotel pergi) (reduce)	1	2	3	4	5	6
D26	Hotel ini menggunakan lampu-lampu yang hemat energi (contoh: lampu LED)	1	2	3	4	5	6
D27	Hotel ini merawat baik pipa-pipa air untuk toilet, kamar mandi dan wastafel	1	2	3	4	5	6

Section F: Loyalty Intentions

Loyalty Intentions							
Kode	**Pernyataan**	**Sangat tidak setuju**					**Sangat setuju**
E28	Saya akan kembali ke hotel ini	1	2	3	4	5	6
E29	Saya akan menyarankan hotel ini kepada teman	1	2	3	4	5	6
E30	Saya akan menyarankan hotel ini kepada keluarga	1	2	3	4	5	6
E31	Saya suka bicara hal positif tentang hotel ini	1	2	3	4	5	6

E32	Saya tidak keberatan membayar lebih mahal jika harga hotel ini naik	1 234 56

Section G: Economic Value Customer

Dengan asumsi harga kamar hotel dilima kota tersebut antara Rp. 400.000 sampai Rp. 3.000.000, selanjutnya, mempertimbangkan masing-masing pernyataan yang Anda baca dibawah ini, berikan perkiraan nominal harga perkamar yang layak Anda bayar

Value Equity		
Kode	**Pernyataan**	**Sebutkan Nomina l (Rp)**
F33	Hotel ini memiliki: suasana yang menyenangkan, pelayanan dan nilai kemanfaatan yang baik untuk tamu hotel	

Brand Equity		
Kode	**Pernyataan**	**Sebutkan Nomina l (Rp)**
F34	Hotel ini memiliki: suasana yang menyenangkan, pelayanan dan nilai kemanfaatan yang baik untuk tamu hotel, brand yang terkenal	

Relationship Equity		
Kode	**Pernyataan**	**Sebutkan Nomina l (Rp)**
F35	Hotel ini memiliki: suasana yang menyenangkan, pelayanan dan nilai kemanfaatan yang baik untuk tamu hotel, brand yang terkenal, program loyalitas yang bagus (contoh program loyalitas: memberikan diskon kepada pelanggan setia, memberikan souvenir kepada tamu yang berulangkali menginap, dll)	

Green Equity		
Kode	**Pernyataan**	**Sebutkan Nomina l (Rp)**
F36	Hotel ini memiliki: suasana yang menyenangkan, pelayanan dan nilai kemanfaatan yang baik untuk tamu hotel, brand yang terkenal, program loyalitas yang bagus program perlindungan lingkungan termasuk daur ulang, mengurangi sampah dan	

	penggunaan energi, serta menggunakan energi terbarukan.	

VE1	VE2	VE3	VE4	VE5	VE6	VE7	BE1	BE2	BE3	BE4	RE1	RE2	RE3	RE4	RE5	RE6	RE7	GE1	GE2	GE3	GE4	GE5	GE6	GE7	GE8	GE9	LI1	LI2	LI3	LI4	LI5
5	5	4	4	4	4	5	4	3	3	4	4	1	3	4	5	5	5	4	4	4	4	5	4	5	5	3	1	3	3	3	2
6	6	6	6	6	6	6	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	5
5	5	6	6	5	5	4	5	5	5	5	5	2	3	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	5	5	5	5	6	1	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	6	6	6	6	6	5	3	4	6	4	4	4	6	6	5	6	6	6	6	6	6	4	4	6	4
4	4	4	4	4	4	4	3	3	3	3	4	3	3	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3
5	5	4	5	4	5	4	5	4	4	5	4	3	3	4	3	3	4	4	4	4	2	2	3	4	5	3	4	4	4	4	3
5	5	5	5	5	5	5	4	4	4	3	3	2	2	5	5	3	4	5	5	3	3	3	3	6	6	6	5	5	5	5	2
5	5	4	5	4	4	4	4	4	4	4	4	3	4	3	4	4	3	3	4	4	3	3	3	3	4	4	3	3	3	4	3
5	5	5	5	4	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	5	5	4	4	5	5	5	5	5	4	4	4	5	4	4	5	4	4	4	4	4	4	4	4	4	5	5	5	5	4
4	4	5	4	3	3	4	4	4	4	4	3	3	3	4	5	5	5	4	5	5	5	5	5	6	5	5	3	4	4	4	6
4	5	5	4	4	5	6	5	5	5	6	6	2	4	4	5	5	5	4	5	5	3	4	4	4	3	4	5	5	5	4	3
5	4	5	5	6	4	5	4	4	4	4	5	4	4	5	4	4	4	5	5	4	4	4	5	5	4	4	5	5	5	5	4
5	5	4	4	4	4	4	3	4	4	4	3	3	3	4	4	4	4	3	4	3	3	3	3	3	3	3	4	4	4	4	4
5	5	4	4	4	4	4	3	4	4	4	3	3	3	4	4	4	4	3	4	3	3	3	3	3	3	3	4	4	4	4	4
5	5	4	6	4	4	3	4	4	5	3	4	4	4	5	4	4	5	5	4	5	4	5	5	5	5	5	4	5	4	5	4
4	5	5	5	5	5	4	5	5	5	5	4	1	4	4	4	4	4	3	3	3	3	3	3	3	3	4	5	6	6	5	3
6	6	5	6	2	5	6	5	6	4	6	5	4	5	5	4	4	4	5	4	4	4	5	6	6	5	5	6	5	5	6	4
5	5	4	4	5	5	5	4	4	4	4	4	2	3	4	4	4	4	5	4	4	3	3	4	6	5	4	5	4	3	4	3
4	4	5	4	4	4	4	5	5	5	5	4	1	3	4	4	4	4	3	3	2	1	3	3	5	4	4	4	4	4	4	3
5	5	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4
4	3	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	4	3	3	4	4	3	5	4	4	4	4	4	4	4	3
5	6	6	6	6	6	4	5	5	5	6	6	4	5	6	5	6	6	5	5	5	5	6	6	6	6	6	6	6	6	6	4
5	5	5	5	5	5	5	5	5	5	4	3	3	3	4	4	5	4	3	4	3	3	5	3	5	5	5	4	4	4	3	2
5	5	3	3	4	4	5	4	3	3	4	3	1	1	2	5	5	5	3	3	3	3	3	4	4	4	4	4	4	4	3	4
6	6	6	5	5	5	5	6	5	5	5	6	6	5	6	5	5	5	5	6	5	5	6	6	6	5	5	6	5	5	6	6
6	6	6	6	4	5	3	5	4	6	5	5	6	5	5	4	4	5	4	4	4	5	4	3	2	2	4	4	5	5	4	2
4	4	5	6	3	3	5	4	4	3	3	3	2	3	4	4	4	4	5	4	5	3	3	5	6	4	4	4	4	4	5	3
6	5	5	5	5	5	4	6	5	4	6	4	3	3	4	4	4	4	4	4	3	3	5	5	5	5	4	5	5	5	5	4
6	6	5	6	4	5	5	5	5	4	6	3	3	3	5	4	6	6	5	5	4	4	5	5	6	5	6	6	6	6	5	6
6	6	6	6	4	4	5	5	6	6	6	5	2	4	4	6	6	6	6	6	3	3	2	6	6	6	4	6	6	6	6	4
4	4	4	4	3	2	3	4	4	4	3	2	1	3	4	5	4	4	3	4	3	3	3	3	3	3	3	5	4	4	5	1
5	5	6	6	5	5	5	4	4	4	4	5	5	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	5	4
5	5	6	6	3	5	5	5	5	5	5	5	5	4	5	5	5	5	4	4	4	4	4	5	5	5	5	5	5	5	5	4
6	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	5	5	3	2	3	6	6	5	1	3	6	4	4	5	2	3	3	6	6	3	6	5	6	6	6	6	5	1

5	5	5	6	5	5	6	6	5	6	6	4	2	4	6	3	4	5	4	4	4	6	4	4	6	6	5	5	5	5	5	4
5	5	4	5	4	5	5	5	6	6	6	6	3	4	5	5	5	5	5	4	5	5	4	6	6	5	4	6	6	6	6	4
5	5	5	6	6	6	4	6	6	6	6	5	4	4	6	6	6	5	4	5	5	4	4	4	6	5	5	4	6	6	6	6
5	4	3	4	4	3	4	4	4	5	6	5	4	5	6	5	5	4	5	5	6	6	5	5	6	5	5	3	3	2	2	3
5	5	5	5	4	4	5	6	5	5	6	4	3	4	6	4	4	5	4	5	5	4	3	4	4	4	6	6	6	6	5	6
5	5	4	5	4	5	6	4	4	4	4	4	3	4	3	3	3	4	4	4	5	2	3	3	4	3	3	5	5	5	5	4
4	4	4	4	3	3	5	4	4	4	4	4	3	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	3
4	6	4	5	5	6	3	4	4	3	3	5	4	4	4	6	6	6	3	5	5	5	6	2	5	3	5	6	5	5	5	2
6	6	6	6	5	6	5	5	6	6	5	6	5	3	6	5	6	5	6	6	6	4	6	5	4	4	4	6	6	6	6	6
6	6	6	6	6	6	6	5	5	5	6	5	4	3	6	6	6	6	6	6	6	5	6	2	6	5	6	6	6	6	6	6
5	5	6	6	4	4	6	5	5	3	3	5	3	3	5	5	5	4	3	3	3	3	3	3	2	3	4	5	5	5	5	4
4	5	5	5	4	4	4	6	5	4	6	5	3	4	5	4	4	4	5	3	3	3	3	4	4	3	4	5	3	5	4	4
5	5	6	5	6	6	6	6	6	6	6	6	3	6	6	6	6	6	4	4	6	6	6	6	6	6	6	5	5	5	6	6
5	4	5	4	4	4	4	5	5	5	5	3	2	2	5	4	4	4	5	4	4	4	4	5	2	4	4	3	3	2	3	1
6	6	5	6	6	6	6	6	6	6	6	4	5	4	6	5	5	6	4	4	4	5	3	5	6	4	4	6	6	6	6	4
6	5	5	3	4	6	6	4	4	3	5	5	4	6	6	5	4	4	2	4	5	5	4	4	5	5	3	1	2	3	3	4
3	4	6	5	2	4	4	6	6	5	4	3	1	4	5	4	4	4	2	2	2	2	3	2	2	2	4	5	5	5	5	2
5	6	3	6	2	3	5	4	4	3	4	2	2	3	5	5	4	4	4	4	4	6	3	5	6	6	4	4	4	4	4	3
4	6	5	4	5	4	5	5	5	4	4	6	5	6	5	4	5	5	4	5	5	6	5	5	4	5	5	5	5	5	5	4
5	5	6	6	5	5	5	5	5	5	5	4	2	4	5	5	5	5	5	5	4	4	4	5	5	5	4	5	5	5	6	4
5	5	6	6	5	5	5	5	5	6	6	5	4	6	6	6	6	6	4	5	5	3	3	6	6	5	6	6	6	6	6	5
4	5	4	4	3	5	3	5	5	5	3	3	5	4	3	4	4	4	4	4	5	2	4	4	5	4	4	3	4	3	4	2
6	6	6	4	5	6	6	6	6	6	6	3	2	4	5	5	5	6	5	5	5	4	4	4	4	4	4	4	4	4	5	3
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
6	6	6	5	6	6	3	4	4	5	4	5	1	1	5	4	6	3	3	6	6	4	5	6	6	6	6	6	6	6	6	4
5	6	4	5	5	6	5	4	5	5	4	4	2	4	4	5	4	4	4	4	5	4	4	4	4	4	4	5	4	4	4	4
5	4	4	5	3	4	5	4	5	5	5	5	3	3	4	4	5	4	3	5	5	6	5	4	3	3	4	4	4	5	5	3
5	5	6	6	5	5	5	5	5	5	6	4	4	5	5	6	6	6	6	5	5	4	4	6	6	5	5	6	5	6	5	4
6	5	5	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	6	5	5	5
5	5	5	5	5	5	4	5	5	4	5	4	3	3	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	3
4	4	4	4	4	5	3	4	5	4	4	3	1	2	2	3	3	4	3	3	3	1	2	5	4	4	4	3	3	3	2	1
4	4	3	4	3	4	3	3	2	3	3	2	1	2	4	4	4	4	4	4	4	3	3	4	5	4	4	2	3	2	3	2
5	5	4	4	5	5	4	4	4	4	4	4	5	5	4	4	5	4	4	5	4	4	5	5	5	5	5	4	4	4	4	4
5	5	4	5	5	4	4	3	3	3	4	1	1	3	3	4	4	4	4	3	1	1	1	2	4	3	4	2	2	2	4	2
6	6	6	6	5	5	5	6	6	6	6	6	6	5	6	5	6	6	4	2	4	2	5	2	5	5	3	6	6	6	6	6
5	5	6	5	4	5	4	4	5	6	5	4	3	5	3	5	5	5	5	5	5	6	5	6	6	6	4	5	5	5	6	4
6	5	3	5	3	3	4	4	4	4	3	3	3	3	4	4	4	4	3	4	4	2	3	3	3	4	4	4	4	4	4	3
5	5	5	6	4	5	4	4	5	5	5	5	1	1	3	5	5	5	5	5	4	4	6	6	6	6	4	6	5	5	5	3
5	5	5	5	4	4	4	4	4	4	5	4	4	5	5	5	5	5	5	5	5	4	4	4	4	5	5	5	5	5	5	4
4	4	5	5	5	4	5	4	4	4	3	4	3	4	4	5	4	5	4	4	4	2	4	5	5	4	5	4	4	4	4	2
6	6	6	5	6	6	6	6	6	4	6	6	1	2	6	5	6	6	2	3	3	1	2	1	2	2	6	6	6	6	6	5

4	4	4	4	5	4	4	5	4	4	4	3	3	3	4	4	4	4	3	3	3	3	3	3	3	4	3	3	3	3	3
4	4	5	5	4	4	3	5	5	4	4	3	3	3	4	3	3	3	3	3	4	3	4	3	5	4	4	4	4	4	5	4
5	5	5	5	3	4	4	5	5	4	5	4	3	3	4	5	5	4	5	4	4	3	3	4	3	2	4	4	4	4	4	2
5	5	5	5	5	5	4	4	5	4	4	4	3	3	5	4	4	4	3	4	4	3	3	3	4	4	4	5	4	4	3	2
5	5	4	3	4	3	5	4	4	3	3	3	2	4	3	5	5	4	5	5	5	3	4	5	5	5	4	5	5	5	5	4
6	6	5	5	5	5	5	5	5	5	6	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	6	5	5	5	5
5	4	5	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4	4	5	5	5	4	4	4	3	3
5	5	5	5	3	3	4	4	4	4	5	3	3	3	4	5	5	4	4	4	4	3	2	3	4	3	4	4	4	4	4	1
5	4	4	4	4	4	4	3	3	3	3	3	3	4	4	5	5	5	4	5	5	5	4	3	3	4	4	3	3	3	3	3
5	3	3	5	4	4	3	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	5	4
5	5	5	5	5	5	5	5	4	5	5	6	3	3	4	5	5	5	4	5	5	3	6	6	2	5	6	6	6	6	4	5
5	4	4	4	4	6	6	3	5	3	5	2	2	3	3	5	5	4	5	4	5	2	5	5	5	4	5	4	5	5	5	3
6	5	4	4	3	3	4	3	3	3	3	4	1	1	4	3	3	3	4	3	3	1	3	3	4	4	3	3	3	3	3	3
5	5	6	5	6	5	6	6	6	6	5	4	1	3	5	6	4	4	4	6	4	4	5	6	6	6	4	5	6	6	5	4
6	6	5	5	5	6	4	6	5	4	6	3	3	5	5	6	5	6	3	4	5	3	4	3	5	4	4	6	6	5	6	5
6	6	5	6	6	6	6	5	5	5	5	4	3	4	6	5	5	5	5	5	6	4	5	4	6	6	6	5	5	5	5	4
6	5	5	4	4	5	3	5	5	4	6	5	3	5	6	5	5	5	5	4	4	4	4	5	6	6	5	6	5	5	5	4
4	4	4	5	5	4	3	4	3	2	3	4	3	3	2	4	4	4	4	4	4	4	5	5	5	4	4	4	3	4	3	3
4	4	4	5	4	4	3	5	5	5	5	3	2	3	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3
6	6	6	6	5	5	6	6	6	3	4	4	3	3	5	5	5	4	4	4	4	4	3	5	5	4	5	5	4	3	5	1
3	4	4	4	3	3	3	4	3	4	4	3	1	2	3	3	3	3	3	3	3	2	3	3	3	4	3	3	3	3	3	2
1	2	4	5	1	1	3	2	3	3	2	3	4	5	5	5	5	5	3	2	3	2	3	1	3	2	1	1	1	1	3	1
5	6	5	5	4	4	5	5	5	5	5	5	2	3	5	5	5	5	4	5	5	5	5	5	5	4	5	3	3	3	4	3
6	6	4	5	4	4	4	5	5	4	4	3	1	3	2	2	2	3	4	6	6	5	5	4	3	5	6	5	5	5	5	4
5	5	5	5	5	5	5	6	5	6	6	5	1	3	4	4	4	4	5	4	4	4	5	6	6	6	6	4	4	4	4	4
6	4	4	4	4	4	4	1	3	3	4	3	1	3	1	6	6	6	3	4	4	4	4	4	1	6	4	1	6	4	4	1
5	5	5	5	4	4	5	3	4	3	3	4	2	3	5	5	5	4	3	4	3	1	1	3	6	6	5	4	4	4	4	2
5	5	6	6	6	6	4	4	5	4	5	4	2	3	5	5	5	5	6	5	5	6	4	4	6	6	5	6	5	6	6	4
5	5	5	5	5	5	5	4	4	3	4	4	2	4	3	4	4	4	3	3	3	3	4	3	5	3	3	4	4	5	4	3
3	4	2	3	2	2	4	3	3	3	3	3	2	2	4	4	4	4	4	3	3	1	3	5	5	5	4	4	2	2	2	1
6	5	6	6	5	5	6	5	5	5	4	5	3	3	5	4	5	4	6	6	6	5	5	6	6	6	6	5	5	5	5	3
5	5	6	6	4	4	5	4	5	5	4	4	2	4	4	4	4	4	4	5	6	4	3	3	3	4	3	6	6	6	6	3
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	4	5	5	5	3
6	6	6	6	6	6	6	5	6	6	6	4	3	4	6	5	5	5	5	5	5	5	6	5	5	5	5	6	6	6	6	5
6	5	5	6	4	5	6	6	6	5	5	5	5	5	5	5	5	5	6	5	6	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	3	3	5	3	3	5	5	3	1	1	5	4	4	4	3	3	1	1	4	5	6	4	5	4	4	3	4	2
4	4	4	4	4	4	6	4	5	5	4	5	3	3	3	6	6	5	5	5	5	3	5	4	4	4	4	3	3	3	4	1
6	6	6	5	5	5	4	5	5	5	5	5	2	3	4	4	4	5	4	4	5	5	4	5	6	4	6	4	5	5	5	2
6	6	5	5	6	6	6	5	5	5	5	3	3	6	6	5	5	5	4	6	6	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	3	5	6	6	6	3	6	6	3	1	6	3	3	3	3	4	6	4	6	1	5	1	1	6	4	6	5	3
5	4	5	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4	4	5	5	5	4	4	4	3	3

5	5	4	5	4	5	4	5	5	4	5	5	4	5	5	5	5	5	5	5	5	4	5	5	6	6	5	5	4	5	5	5
6	5	5	5	5	5	5	6	5	5	6	5	1	2	4	5	5	5	4	5	4	3	4	4	2	4	6	5	5	5	5	3
5	5	4	6	5	5	4	3	5	4	5	2	3	3	4	4	5	5	1	1	1	1	1	1	4	1	4	4	5	5	2	3
6	6	5	6	5	5	5	4	6	5	6	6	1	2	6	4	3	4	4	2	3	3	5	3	2	4	3	4	3	3	3	3
5	5	6	5	5	5	6	6	6	5	5	4	4	5	5	5	6	6	5	4	4	4	4	5	4	5	6	6	6	6	6	1
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
4	4	4	4	1	3	4	5	5	5	6	4	3	3	3	6	5	5	5	5	4	5	5	5	6	5	5	3	3	3	3	3
6	6	6	6	5	6	6	6	6	6	6	6	4	4	6	6	5	5	4	4	3	2	2	4	4	4	3	6	5	5	6	6
5	5	5	6	1	6	4	5	5	5	5	4	4	5	5	5	6	6	5	5	5	3	4	6	4	4	3	4	4	4	4	4
4	4	5	4	3	4	5	4	5	4	6	4	2	3	4	5	5	4	3	5	3	3	3	2	6	5	3	3	3	3	3	3
6	6	6	6	5	6	6	6	6	5	6	6	4	6	5	5	6	5	6	6	6	3	6	6	6	6	6	6	6	6	6	5
6	6	5	6	5	5	6	6	6	5	6	5	5	6	6	5	5	5	6	6	6	3	5	6	6	6	6	6	6	6	5	4
5	4	4	4	4	3	4	5	4	4	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	5	4	4
4	5	5	4	4	4	4	4	4	4	3	4	3	4	6	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5
5	5	6	5	5	4	5	5	6	5	6	4	4	4	5	5	5	5	6	6	5	5	6	6	5	5	5	5	5	6	5	6
4	5	4	4	4	4	4	3	3	3	3	3	3	4	4	4	5	5	4	4	3	3	3	4	5	4	4	4	4	3	4	3
6	6	5	5	4	4	5	5	5	5	5	4	1	3	5	5	5	5	3	4	4	2	3	5	5	5	5	5	5	5	5	4
6	6	6	6	6	6	6	6	6	6	6	6	6	5	6	6	6	6	6	6	6	4	6	6	4	5	6	6	6	6	6	6
4	2	3	4	5	5	4	3	3	3	3	2	1	1	1	2	3	2	2	3	3	2	3	5	5	5	5	5	5	5	5	3
4	4	3	3	4	4	3	3	3	3	3	3	1	3	2	3	3	3	3	3	3	2	3	3	3	4	3	4	3	3	3	3
5	5	4	5	5	5	5	4	5	4	4	2	2	2	5	5	5	5	5	5	5	2	3	3	4	4	5	5	5	5	5	4
5	5	6	5	5	5	4	6	6	6	6	5	2	4	5	4	4	4	3	4	4	2	4	4	5	5	5	6	6	6	5	4
5	5	5	5	5	5	5	4	5	5	5	5	5	5	4	5	5	5	4	5	5	4	5	4	5	4	5	5	5	5	4	5
6	6	6	5	6	6	6	6	6	6	6	6	1	4	5	4	4	5	3	3	3	3	3	3	3	3	3	4	4	4	4	4
5	5	5	4	5	5	3	5	5	4	5	4	5	4	5	5	5	5	5	5	4	4	5	5	5	5	5	6	6	6	5	4
4	5	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	5	3	4	3	3	4	3	3	4	3	3	2	5	5	3	4	3	3	4	3	3	3	2	5	5	4	4	3	3	3	2
5	6	5	5	6	6	5	5	5	4	5	3	3	3	5	4	4	4	4	4	4	4	4	4	5	4	4	4	5	5	5	5
5	5	5	4	5	5	6	5	5	4	3	4	5	5	5	5	5	5	4	4	4	5	5	5	5	4	5	5	5	6	6	5
5	5	5	4	4	4	5	4	4	4	4	2	2	4	5	4	4	4	3	4	4	2	4	4	5	4	4	4	4	4	4	2
6	4	5	5	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	5	5	4	5	5
5	5	4	5	5	6	5	5	4	4	5	3	2	4	5	4	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4
5	5	5	5	4	5	4	5	5	5	5	4	3	3	3	4	5	5	3	4	4	4	4	3	3	4	4	3	4	4	4	3
6	5	4	5	4	5	4	6	5	6	4	5	6	4	5	5	5	6	4	4	4	4	5	4	4	5	4	6	6	6	6	3
5	5	5	4	4	3	2	4	4	4	6	2	3	4	6	5	5	4	5	2	4	3	3	2	2	6	3	5	5	5	5	1
4	5	5	4	4	5	5	3	3	3	3	3	2	2	3	2	4	4	2	3	3	4	3	4	3	4	4	5	4	4	4	4
5	5	6	5	5	5	4	3	3	3	3	4	1	3	5	5	5	4	3	3	3	3	3	3	6	3	3	4	4	4	3	3
4	4	4	4	4	4	4	4	5	4	4	4	3	3	4	4	4	3	3	3	3	3	3	3	2	3	4	4	3	3	3	2
6	6	6	5	5	5	5	5	5	5	5	1	1	4	6	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6
5	6	5	5	5	5	5	4	4	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	5	5	5	5
5	5	4	5	4	5	3	4	4	3	5	4	3	4	3	4	4	4	3	3	4	3	4	3	5	4	4	3	3	3	4	3

5	5	3	5	3	5	5	5	5	4	5	1	1	2	4	5	5	5	3	2	2	2	1	1	1	4	5	5	5	5	5	3
5	6	5	6	6	5	5	6	6	5	6	4	3	5	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	5
3	4	4	5	3	5	5	5	5	4	4	3	1	2	1	5	4	5	3	4	2	1	6	5	6	6	6	4	4	5	5	1
4	4	5	4	4	4	4	3	3	3	3	2	1	3	5	3	3	3	3	4	3	2	2	5	3	4	2	3	3	3	3	3
5	5	4	6	5	5	5	4	4	4	4	4	3	3	5	5	4	5	4	5	4	2	5	5	3	3	3	5	5	6	5	4
4	4	3	4	3	3	3	2	3	3	5	3	1	2	4	4	4	4	3	4	4	4	4	4	6	5	4	3	3	3	3	2
5	6	5	6	4	5	5	4	4	3	4	5	3	3	4	4	5	5	5	5	5	3	5	5	5	5	4	5	6	5	6	3
4	5	5	4	4	4	5	5	5	5	6	5	2	4	5	6	6	6	3	3	4	3	4	4	6	5	6	4	4	4	4	4
5	3	3	3	3	3	5	3	3	3	3	3	1	3	6	5	5	5	4	3	3	2	4	4	3	6	2	1	3	3	3	1
5	5	5	4	6	6	6	4	5	4	4	6	3	4	5	6	6	6	4	4	4	4	3	6	4	6	4	3	5	5	5	3
5	4	5	5	4	4	5	4	5	4	4	4	3	3	4	4	4	4	4	5	4	4	6	4	5	6	5	4	4	4	4	3
5	5	5	5	5	5	5	5	5	5	5	4	3	4	5	6	6	6	6	6	6	5	5	5	6	6	6	6	6	6	6	6
6	6	6	6	3	3	6	4	5	5	5	4	1	5	4	6	6	6	6	3	3	6	3	6	3	4	6	6	6	6	6	3
5	5	5	5	4	4	4	5	4	4	4	5	3	3	5	4	4	4	4	4	4	4	4	3	3	4	5	5	4	4	4	4
6	6	6	6	6	6	6	6	6	6	6	6	3	4	6	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	6	6	6	6	6	6	4	4	5	5	5	5	5	4	5	4	4	5	6	5	5	6	5	6	5	6
5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	6	6	6	6	6
4	4	5	5	5	5	5	5	5	5	5	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	6	5	5	5	3
5	5	5	5	5	5	5	6	6	6	6	5	3	4	5	5	5	5	4	5	4	4	4	3	5	4	5	5	5	5	5	5
4	4	5	5	4	4	5	4	4	4	4	4	3	4	5	4	4	4	5	4	5	3	4	3	3	4	3	5	5	5	5	4
5	5	6	6	5	5	5	6	6	5	5	5	3	3	5	5	5	5	5	5	5	4	4	5	5	4	4	5	5	5	5	4
6	6	4	6	3	5	5	5	5	3	5	4	4	3	4	4	4	4	4	4	4	3	4	5	3	3	5	5	5	5	5	5
5	5	5	5	3	5	5	4	5	4	5	4	2	4	5	4	4	4	4	4	4	4	4	5	5	5	5	3	5	5	5	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	3	3	3	4	3	3	3	4	3	4
5	5	4	5	4	4	6	5	5	5	3	3	3	2	4	6	6	6	1	3	3	1	1	1	6	6	6	4	4	2	4	1
5	5	6	5	4	4	6	6	6	5	6	4	4	5	5	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	5	3	3	6	6	6	6	6	1	3	2	6	6	6	6	5	5	5	5	4	5	1	3	3	6	6	6	6	6
4	5	5	5	5	5	5	5	5	5	5	6	5	5	5	6	6	5	2	5	5	4	5	5	5	5	5	4	4	4	5	3
5	5	5	6	5	6	4	6	6	5	5	4	5	4	6	5	5	5	5	5	5	5	5	4	4	5	6	6	6	6	6	6
4	5	5	5	4	4	5	5	5	5	5	4	3	4	4	4	4	4	4	4	5	4	4	4	4	5	4	4	4	4	4	3
4	4	5	5	4	4	4	3	5	4	4	4	2	4	3	3	4	4	4	5	5	4	4	4	4	4	4	4	4	5	4	3
4	3	4	4	4	5	4	4	4	4	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3
5	6	5	6	4	5	5	4	5	5	4	3	2	6	6	6	6	5	5	5	4	2	5	3	4	5	5	6	6	6	6	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	5	5	5	6	6	6	6	5	5	5	5	5	6	5	6	6	6	6	6	6	6	6	5	5	5	5	5	5
5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	3	3	4	4	4	4	4	4	4	4	1	3	3	4	4	4	4	4	4	3	5	4	4	3	4	3	3	3	3	3
1	1	1	1	1	2	1	2	1	1	1	2	6	1	1	1	2	2	3	1	1	6	3	5	6	1	1	1	1	1	1	1
6	6	6	5	5	5	5	5	5	5	5	1	2	4	5	5	5	5	4	4	5	4	6	4	4	4	5	6	6	6	6	4
4	5	5	5	4	4	5	5	5	4	5	5	5	4	5	4	5	5	5	5	5	4	5	5	5	5	5	5	5	4	5	5

5	4	4	4	5	5	3	5	5	4	5	4	4	5	6	6	5	4	5	5	4	5	6	5	4	5	4	5	3	5	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	6	6	5	6	6	6	6	6	6	4	1	4	4	4	4	4	4	4	5	4	6	4	6	6	6	6	6	6	6	4
5	5	5	5	4	5	4	4	4	4	4	4	3	4	4	4	4	4	5	4	4	4	4	4	5	5	3	4	4	4	5	3
5	4	3	5	3	4	4	4	4	4	3	3	2	4	2	5	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	3
5	5	5	5	5	5	5	4	4	4	4	3	2	5	4	5	5	5	5	5	5	4	3	5	5	5	5	5	5	5	5	5
5	5	5	4	5	4	5	4	5	5	5	4	2	5	4	3	4	4	4	5	5	5	5	4	4	5	4	4	5	5	4	5
3	3	2	5	3	2	5	3	3	2	2	2	3	4	5	5	5	5	4	5	5	3	3	2	2	4	4	5	6	5	5	2
6	6	6	5	5	5	4	6	6	6	5	5	4	4	4	5	6	6	4	6	6	5	5	5	5	5	6	5	5	5	5	4
6	6	4	3	5	5	4	2	3	3	3	3	3	5	4	4	4	4	3	5	3	4	4	5	4	5	5	3	4	4	5	2
5	5	5	5	5	5	5	5	5	5	5	5	5	4	6	5	5	5	5	6	6	6	5	6	6	6	6	6	6	6	5	4
5	5	5	5	5	5	5	5	5	5	5	3	3	4	5	5	5	5	3	4	4	4	4	4	3	4	4	4	4	4	5	4
5	5	5	5	5	5	5	5	5	5	5	3	3	4	5	5	5	5	3	4	4	4	4	4	3	4	4	4	4	4	5	4
5	5	5	5	5	5	5	5	4	4	4	4	4	5	5	5	6	6	4	5	5	4	5	5	4	5	5	6	6	6	6	5
6	6	5	6	6	6	5	5	6	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4
5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	4	3	4	4	3	4	5	4	3	4	3	4	5	4	3	4	5	4	3	2	3	4	5	4
4	4	3	4	4	4	4	3	3	3	3	3	3	3	3	4	4	4	3	5	4	3	3	5	3	3	4	2	2	2	2	2
6	6	6	6	6	6	5	6	6	6	6	6	4	5	6	6	6	6	6	5	6	5	6	6	6	6	6	6	6	6	6	4
5	5	4	5	4	4	4	4	3	5	5	3	3	4	5	5	5	5	5	4	5	4	4	5	4	5	5	5	5	5	5	4
5	5	4	4	4	4	3	3	3	3	3	4	3	4	4	4	4	4	3	4	4	1	2	2	2	2	4	4	4	4	3	2
5	5	5	5	5	5	5	5	5	5	4	3	6	5	4	6	6	6	4	5	4	5	6	6	6	6	6	4	5	5	5	4
5	5	4	4	4	4	5	5	5	5	5	5	5	4	5	4	4	4	4	4	4	4	5	5	5	5	4	5	5	5	5	5
6	5	5	5	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5

APPENDIX B

VALIDITY & RELIABILITY TEST OF RESEARCH INSTRUMENTS RESULTS

A) Value Equity

Case Processing Summary

	N	%
CasesValid	47	100.0
Excluded[a]	0	.0
Total	47	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.876	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
VE1	29.0638	12.235	.763	.694	.834
VE2	28.9787	12.413	.762	.740	.835
VE3	29.2340	11.705	.807	.702	.827
VE4	29.0638	12.583	.724	.611	.840
VE5	29.4894	12.386	.667	.577	.847
VE6	29.2128	12.693	.641	.602	.850
VE7	29.0851	14.297	.252	.113	.907

B) Brand Equity

Case Processing Summary

		N	%
Cases	Valid	47	100.0
	Excluded[a]	0	.0
	Total	47	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.908	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BE1	13.9787	6.717	.789	.659	.880
BE2	14.1277	6.549	.858	.764	.856
BE3	14.2766	6.770	.740	.658	.898
BE4	13.7872	6.562	.777	.664	.884

C) Relationship Equity

Case Processing Summary

		N	%
Cases	Valid	47	100.0
	Excluded[a]	0	.0
	Total	47	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.761	.775	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RE1	6.4043	4.333	.626	.407	.661
RE2	7.7234	3.248	.569	.324	.739
RE3	7.1489	3.999	.621	.405	.651

D) Green Equity

Case Processing Summary

		N	%
Cases	Valid	47	100.0
	Excluded[a]	0	.0
	Total	47	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.944	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
GE1	27.6809	57.700	.767	.	.934
GE2	29.0000	52.739	.791	.	.933
GE3	28.4255	56.293	.779	.	.933
GE4	27.6809	57.700	.767	.	.934
GE5	29.0000	52.739	.791	.	.933
GE6	28.4255	56.293	.779	.	.933
GE7	27.6809	57.700	.767	.	.934
GE8	29.0000	52.739	.791	.	.933
GE9	28.4255	56.293	.779	.	.933

E) Loyalty Intentions

Case Processing Summary

		N	%
Cases	Valid	47	100.0
	Excluded[a]	0	.0
	Total	47	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.900	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LI1	18.1489	11.564	.752	.649	.868
LI2	18.1277	12.070	.839	.751	.848
LI3	18.0638	12.365	.833	.762	.851
LI4	18.2128	13.562	.704	.581	.879
LI5	18.9362	12.235	.622	.410	.902

APPENDIX C

VALIDITY AND RELIABILITY OF AMOS

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	226	100.0
	Excluded[a]	0	.0
	Total	226	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.880	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VE1	28.4027	18.268	.697	.859
VE2	28.4248	18.085	.729	.856
VE3	28.5929	17.469	.703	.858
VE4	28.4823	18.633	.627	.868
VE5	29.0044	17.320	.645	.867
VE6	28.7788	17.240	.726	.855
VE7	28.7566	18.567	.553	.877

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	226	100.0
	Excluded[a]	0	.0
	Total	226	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.913	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BE1	13.7699	7.476	.803	.887
BE2	13.6903	7.513	.860	.868
BE3	13.9027	7.733	.775	.896
BE4	13.7124	7.388	.773	.898

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	226	100.0
	Excluded[a]	0	.0
	Total	226	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.837	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RE1	25.2566	22.236	.465	.836
RE2	26.2522	19.994	.546	.830
RE3	25.5398	20.863	.636	.807
RE4	24.7522	21.867	.566	.819
RE5	24.7389	22.496	.650	.809
RE6	24.6681	22.240	.699	.803
RE7	24.7035	22.414	.701	.804

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	226	100.0
	Excluded[a]	0	.0
	Total	226	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.900	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
GE1	34.4336	47.189	.683	.888
GE2	34.2434	46.461	.774	.882
GE3	34.2876	46.641	.707	.886
GE4	34.7743	45.269	.643	.891
GE5	34.4159	45.364	.714	.885
GE6	34.3142	45.176	.698	.886
GE7	34.0398	47.185	.547	.899
GE8	34.0708	46.919	.678	.888
GE9	34.0929	48.200	.603	.893

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	226	100.0
	Excluded[a]	0	.0
	Total	226	100.0

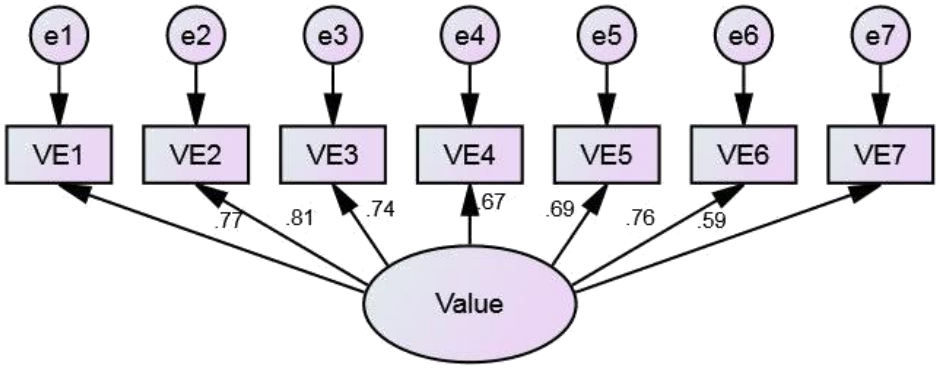
a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.923	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LI1	17.4912	16.580	.826	.900
LI2	17.4735	16.944	.880	.891
LI3	17.4646	16.499	.899	.886
LI4	17.4381	17.501	.837	.900
LI5	18.3805	17.321	.615	.949



Estimates (Group number 1 - Default model) Scalar

Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

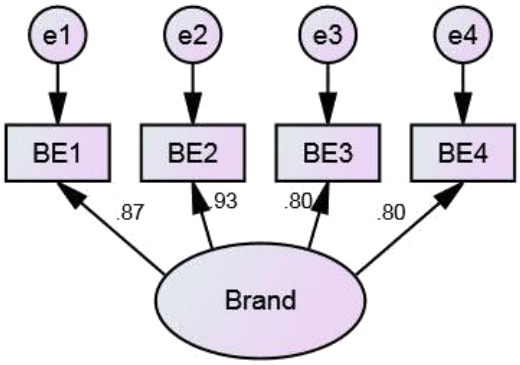
	Estimate	S.E.	C.R.	P	Label
VE1 <--- Value	1.000				
VE2 <--- Value	1.037	.083	12.434	***	
VE3 <--- Value	1.083	.096	11.274	***	
VE4 <--- Value	.885	.087	10.174	***	
VE5 <--- Value	1.103	.106	10.433	***	
VE6 <--- Value	1.128	.097	11.658	***	
VE7 <--- Value	.856	.098	8.734	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
VE1 <--- Value	.774
VE2 <--- Value	.806
VE3 <--- Value	.739
VE4 <--- Value	.675
VE5 <--- Value	.690
VE6 <--- Value	.761
VE7 <--- Value	.588

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Value	.416	.063	6.625	***	
e1	.278	.032	8.637	***	
e2	.242	.030	8.163	***	
e3	.406	.045	9.027	***	
e4	.390	.041	9.513	***	
e5	.557	.059	9.417	***	
e6	.385	.044	8.795	***	
e7	.577	.058	9.918	***	



Estimates (Group number 1 - Default model) Scalar

Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

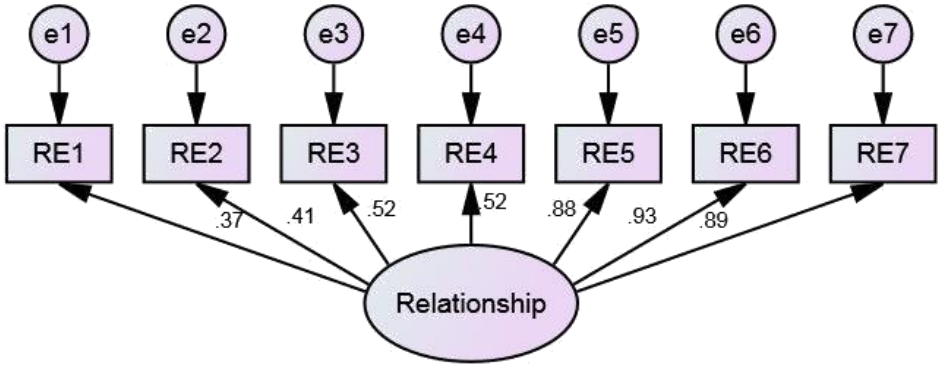
	Estimate	S.E.	C.R.	P	Label
BE1 <--- Brand	1.000				
BE2 <--- Brand	1.010	.051	19.695	***	
BE3 <--- Brand	.889	.058	15.215	***	
BE4 <--- Brand	.950	.063	15.108	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
BE1 <--- Brand	.875
BE2 <--- Brand	.933
BE3 <--- Brand	.799
BE4 <--- Brand	.796

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Brand	.795	.098	8.132	***	
e1	.244	.032	7.635	***	
e2	.120	.024	4.922	***	
e3	.355	.039	9.114	***	
e4	.414		9.150	***	



Estimates (Group number 1 - Default model) Scalar

Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
RE1 <--- Relationship	1.000				
RE2 <--- Relationship	1.319	.304	4.342	***	
RE3 <--- Relationship	1.343	.278	4.827	***	
RE4 <--- Relationship	1.281	.265	4.830	***	
RE5 <--- Relationship	1.783	.315	5.654	***	
RE6 <--- Relationship	1.856	.325	5.708	***	
RE7 <--- Relationship	1.730	.305	5.671	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
RE1 <--- Relationship	.371
RE2 <--- Relationship	.412
RE3 <--- Relationship	.516
RE4 <--- Relationship	.517
RE5 <--- Relationship	.876
RE6 <--- Relationship	.926
RE7 <--- Relationship	.890

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Relationship	.191	.068	2.796	.005	
e1	1.194	.114	10.487	***	
e2	1.623	.155	10.453	***	
e3	.951	.092	10.334	***	
e4	.861	.083	10.333	***	
e5	.184	.023	7.931	***	
e6	.109	.019	5.753	***	
e7	.151	.020	7.483	***	

Variable	Indicator	Loading Factor (λ)	Standart Error ( )	Σ(λ)	Σ( )	Construct Reliability	Label
Value Equity						0.989	Reliable
	VE1	0.774	0.032	5.003	0.309		Valid
	VE2	0.806	0.030				Valid
	VE3	0.739	0.045				Valid
	VE4	0.675	0.041				Valid
	VE5	0.690	0.059				Valid
	VE6	0.761	0.044				Valid
	VE7	0.588	0.058				Valid
Brand Equity						0.988	Reliable
	BE1	0.875	0.032	3.403	0.14		Valid
	BE2	0.933	0.024				Valid
	BE3	0.799	0.039				Valid
	BE4	0.796	0.045				Valid
Relationship Equity						0.975	Reliable
	RE1	0.371	0.114	4.508	0.506		Invalid
	RE2	0.412	0.155				Invalid
	RE3	0.516	0.092				Valid
	RE4	0.517	0.083				Valid
	RE5	0.876	0.023				Valid
	RE6	0.926	0.019				Valid
	RE7	0.890	0.020				Valid
Green Equity						0.985	Reliable

	GE1	0.741	0.052	6.385	0.603		Valid
	GE2	0.850	0.035				Valid
	GE3	0.797	0.047				Valid
	GE4	0.691	0.089				Valid
	GE5	0.754	0.064				Valid
	GE6	0.715	0.076				Valid
	GE7	0.542	0.107				Valid
	GE8	0.673	0.065				Valid
	GE9	0.622	0.068				Valid
Loyalty Intentions						0.988	Reliable
	LI1	0.866	0.038	4.259	0.211		Valid
	LI2	0.948	0.018				Valid
	LI3	0.954	0.019				Valid
	LI4	0.867	0.030				Valid
	LI5	0.624	0.106				Valid

APPENDIX D

TABLES OF RESPONDENTS' CHARACTERISTUCS AND CLASSIFFICATION

A. Respondents Classification Based on Gender

No	Gender	Frequency	Percentage
1	Male	83	36,7
2	Female	143	63,3
Total		226	100.0%

B. Respondents Classification Based on Age

No	Age	Frequency	Percentage
1	15-30	222	98,2
2	31-40	2	0,9
3	>40	2	0,9
Total		226	100,0%

C. Respondents Classification Based on Occupation

No	Occupation	Frequency	Percentage
1	High School Students	7	3.1
2	College Students	203	89.8
3	Workers	16	7.1
Total		226	100.0

D. Respondents Classification Based on The Hotel Ever Used

No	Brand	Frequency	Percentage
Jakarta			
1	Amaris Hotel	3	16%
2	Sofyan Inn Hotel	1	
3	Ibis Style	4	
4	The Sultan Hotel	2	
5	Griya Patria Hotel	1	
6	Akmani Hotel	1	
7	Pullman Hotel Central Park	1	
8	Horison Hotel	2	
9	The Parklane Hotel	1	
10	Pop Hotel	5	
11	Borobudur Hotel	1	
12	Millenium	1	
13	Paragon Biz	1	
14	Indonesia Kempinski	1	
15	Fave Hotel	2	
16	Grand Tropic Suites Hotel	1	
17	Centro City Hotel	1	
18	Grand Aston Hotel	3	

19	Oasis Amir Hotel	1	
20	Red Planet Hotel	2	
21	Mulia Hotel	1	
Total		36	16%
Surabaya			
22	Sangri-la Hotel	5	
23	JW. Marriott Hotel	1	
24	Oval Hotel	1	
25	Harris Hotel	1	
26	The Alana Hotel	2	9%
27	Sheraton Hotel	1	
28	Swiss bell Hotel	3	
29	Novotel Hotel	4	
30	Ibis Style	3	
		21	9%
Yogyakarta			
31	Alana Hotel	10	
32	Sahid Rich Hotel	3	
33	Hyatt Hotel	10	57%
34	Tentrem Hotel	6	
35	Sheraton Hotel	8	
36	Jayakarta Hotel	6	

37	Lokal Hotel	1	
38	Greenhost Hotel	3	
39	Pop Hotel	4	
40	Cube Hotel	2	
41	Inna Garuda Hotel	2	
42	Phoenix Hotel	4	
43	Swiss-bell Hotel	4	
44	Indoluxe Hotel	5	
45	Cakra Kusuma Hotel	5	
46	Whizz Hotel	2	
47	Grand Tjokro Hotel	3	
48	Harper Mangkubumi Hotel	3	
49	Royal Ambarrukmo Hotel	6	
50	The 101 Hotel	2	
51	LPP Garden Hotel	2	
52	Savita Hotel	1	
53	Yats Colony Hotel	1	
54	The Groove Hotel	1	
55	Grand Quality Hotel	2	
56	Sagan Hotel	2	
57	Grand Mercure Hotel	2	
58	Plaza Hotel	2	

59	Melia Purosani Hotel	3	
60	Neo Awana Hotel	2	
61	Grage Ramayana Hotel	1	
62	Eastparc Hotel	4	
63	Grand Aston Hotel	3	
64	Innside by Melia Hotel	1	
65	Santika Hotel	2	
66	Rich Hotel	2	
67	Cakra Kembang Hotel	1	
68	Pesonna Hotel	1	
69	Horison Hotel	2	
70	Dafam Hotel	1	
71	Jogokaryan Hotel	1	
72	Andrea Hotel	1	
73	Grand Keisha Hotel	1	
74	Grand Palace Hotel	1	
75	Wisanti Hotel	1	
Total		130	
Denpasar			
76	Hardrock Hotel	2	
77	Lorin New Hotel	2	7%
78	B hotel	1	

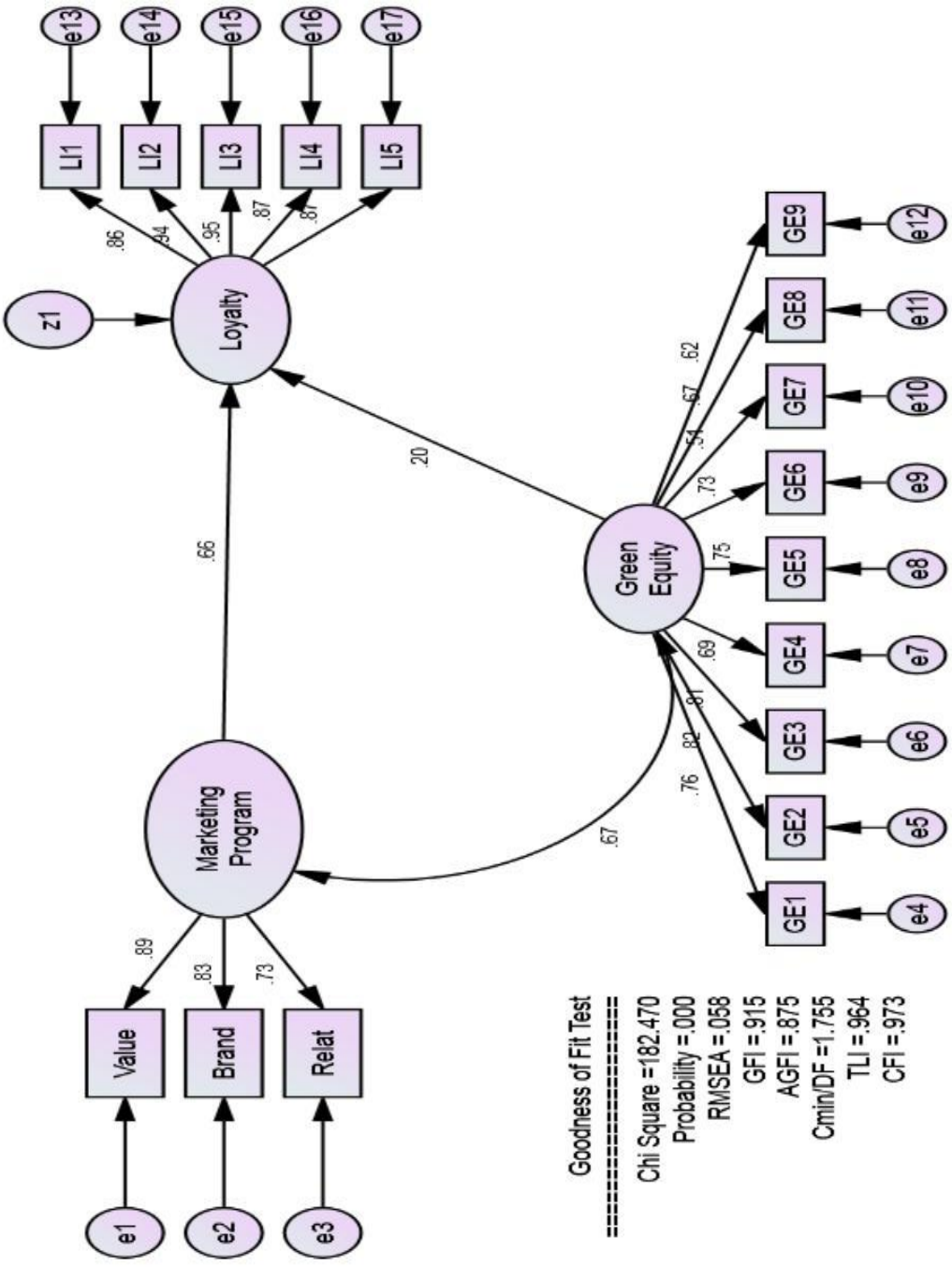
79	Grand Inna	1	
80	Accord Hotel	1	
81	Aston Hotel	3	
82	Golden Tulip Essential Hotel	1	
83	Holiday Inn Hotel	1	
84	Neo Gatot Subroto Hotel	2	
85	Puri Anggrek Hotel	1	
Total		15	7%
Bandung			
86	Novotel Hotel	3	11%
87	Sheraton Hotel	2	
88	Trans Luxury Hotel	1	
89	Ibis Style Hotel	4	
90	Citraland Hotel	3	
91	Vio Hotel	1	
92	Fave Hotel	1	
93	Grand Sarila Hotel	3	
94	Horison Hotel	3	
95	Ivory Hotel	1	
96	Golden Flower Hotel	1	
97	Cemara Hijau Hotel	1	

Total	24	11%
Total		100.0

APPENDIX E

THE RESULT OF THE 1ST AND 2nd FULL MODELS

Output of Full Model Analysis
Model 1 & Model 2



Analysis Summary

Date and Time

Date: Tuesday, December 12, 2017
Time: 4:02:00 AM

Title

model 1: Tuesday, December 12, 2017 4:02 AM

Groups

Group number 1 (Group number 1)

Notes for Group (Group number 1)

The model is recursive.
Sample size = 226

Variable Summary (Group number 1)

Your model contains the following variables (Group number 1)

Observed, endogenous variables
Relat
Brand
Value
GE7
GE6
GE5
GE4
GE3
GE2
GE1
LI1
LI2
LI3
LI4
LI5
GE8
GE9
Unobserved, endogenous variables
Loyalty
Unobserved, exogenous variables
Marketing_Program
e3
e2
e1
Green_Equity
e10

e9
e8
e7
e6
e5
e4
e13
e14
e15
e16
e17
z1
e11
e12

Variable counts (Group number 1)

Number of variables in your model:	38
Number of observed variables:	17
Number of unobserved variables:	21
Number of exogenous variables:	20
Number of endogenous variables:	18

Parameter Summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	21	0	0	0	0	21
Labeled	0	0	0	0	0	0
Unlabeled	16	13	20	0	0	49
Total	37	13	20	0	0	70

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
GE9	1.000	6.000	-.414	-2.542	.288	.883
GE8	1.000	6.000	-.618	-3.791	.419	1.286
LI5	1.000	6.000	-.109	-.670	-.502	-1.539
LI4	1.000	6.000	-.589	-3.613	-.120	-.367
LI3	1.000	6.000	-.615	-3.776	-.070	-.215
LI2	1.000	6.000	-.518	-3.176	-.075	-.231
LI1	1.000	6.000	-.753	-4.622	.460	1.411
GE1	1.000	6.000	-.117	-.718	-.254	-.780
GE2	1.000	6.000	-.381	-2.340	.248	.762
GE3	1.000	6.000	-.414	-2.542	.276	.846
GE4	1.000	6.000	-.227	-1.392	-.391	-1.199
GE5	1.000	6.000	-.263	-1.616	-.307	-.941
GE6	1.000	6.000	-.497	-3.051	-.161	-.493

Variable	min	max	skew	c.r.	kurtosis	c.r.
GE7	1.000	6.000	-.617	-3.789	-.343	-1.053
Value	1.167	6.000	-.694	-4.258	2.004	6.150
Brand	1.250	6.000	-.442	-2.713	-.042	-.128
Relat	1.714	6.000	.015	.091	.065	.201
Multivariate					124.997	36.966

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
200	78.375	.000	.000
119	70.770	.000	.000
105	68.746	.000	.000
186	56.321	.000	.000
123	55.843	.000	.000
164	48.837	.000	.000
155	48.774	.000	.000
38	44.988	.000	.000
73	44.190	.000	.000
174	42.771	.001	.000
72	42.452	.001	.000
101	42.204	.001	.000
33	41.385	.001	.000
124	39.699	.001	.000
54	37.800	.003	.000
46	37.794	.003	.000
170	36.469	.004	.000
79	34.544	.007	.000
90	34.279	.008	.000
210	33.814	.009	.000
203	32.937	.011	.000
103	32.750	.012	.000
130	32.016	.015	.000
139	31.771	.016	.000
42	31.668	.017	.000
109	31.409	.018	.000
162	31.216	.019	.000
115	31.178	.019	.000
99	31.022	.020	.000
219	30.565	.023	.000
50	30.021	.026	.000
6	29.663	.029	.000
48	29.416	.031	.000
93	29.350	.031	.000
128	28.414	.040	.000

Observation number	Mahalanobis d-squared	p1	p2
188	28.020	.045	.000
52	27.930	.046	.000
171	27.759	.048	.000
189	27.270	.054	.000
9	26.958	.059	.000
106	26.909	.059	.000
156	26.037	.074	.000
63	25.066	.093	.000
157	24.934	.096	.000
212	24.884	.097	.000
107	24.734	.101	.000
29	24.595	.104	.000
127	23.908	.122	.000
111	23.770	.126	.000
166	23.621	.130	.000
51	23.492	.134	.000
65	23.425	.136	.000
34	23.288	.140	.000
91	22.971	.150	.000
117	22.701	.159	.001
125	22.630	.162	.001
69	22.513	.166	.001
41	22.431	.169	.001
89	21.855	.190	.006
165	21.665	.198	.008
220	21.582	.201	.008
55	21.506	.204	.007
1	20.745	.238	.088
223	20.505	.249	.135
59	20.287	.260	.189
144	19.809	.284	.420
205	19.578	.296	.524
53	19.392	.306	.597
94	19.067	.325	.754
30	18.961	.331	.770
168	18.750	.343	.838
76	18.671	.348	.839
169	18.470	.360	.890
43	18.422	.363	.880
116	18.301	.370	.897
40	18.292	.371	.873
13	17.949	.392	.952
56	17.940	.393	.938
21	17.912	.394	.927

Observation number	Mahalanobis d-squared	p1	p2
60	17.896	.395	.911
194	17.677	.410	.949
26	17.384	.429	.981
104	17.086	.449	.994
122	16.625	.480	1.000
82	16.415	.495	1.000
177	16.388	.496	1.000
154	16.362	.498	1.000
39	16.145	.514	1.000
129	16.114	.516	1.000
149	16.098	.517	1.000
147	16.041	.521	1.000
185	15.775	.540	1.000
132	15.626	.550	1.000
108	15.040	.593	1.000
66	15.028	.593	1.000
142	14.938	.600	1.000
88	14.456	.635	1.000
97	14.371	.641	1.000
83	14.338	.643	1.000
28	14.123	.658	1.000

Models

Default model (Default model)

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments:	153
Number of distinct parameters to be estimated:	49
Degrees of freedom (153 - 49):	104

Result (Default model)

Minimum was achieved
Chi-square = 182.470
Degrees of freedom = 104
Probability level = .000

Group number 1 (Group number 1 - Default model)

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Loyalty	<---	Marketing_Program	1.201	.145	8.272	***	
Loyalty	<---	Green_Equity	.316	.109	2.900	.004	
Relat	<---	Marketing_Program	1.000				
Brand	<---	Marketing_Program	1.342	.114	11.777	***	
Value	<---	Marketing_Program	1.134	.092	12.343	***	
GE7	<---	Green_Equity	1.000				
GE6	<---	Green_Equity	1.401	.189	7.419	***	
GE5	<---	Green_Equity	1.387	.184	7.529	***	
GE4	<---	Green_Equity	1.395	.194	7.210	***	
GE3	<---	Green_Equity	1.358	.175	7.743	***	
GE2	<---	Green_Equity	1.305	.166	7.842	***	
GE1	<---	Green_Equity	1.248	.164	7.586	***	
LI1	<---	Loyalty	1.000				
LI2	<---	Loyalty	.996	.046	21.496	***	
LI3	<---	Loyalty	1.058	.048	21.901	***	
LI4	<---	Loyalty	.912	.050	18.330	***	
LI5	<---	Loyalty	1.153	.105	11.021	***	
GE8	<---	Green_Equity	1.123	.130	8.655	***	
GE9	<---	Green_Equity	1.040	.149	6.973	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Loyalty	<---	Marketing_Program	.660
Loyalty	<---	Green_Equity	.199
Relat	<---	Marketing_Program	.725
Brand	<---	Marketing_Program	.828
Value	<---	Marketing_Program	.885
GE7	<---	Green_Equity	.512
GE6	<---	Green_Equity	.731
GE5	<---	Green_Equity	.747
GE4	<---	Green_Equity	.688
GE3	<---	Green_Equity	.810
GE2	<---	Green_Equity	.823
GE1	<---	Green_Equity	.758
LI1	<---	Loyalty	.865
LI2	<---	Loyalty	.942
LI3	<---	Loyalty	.948
LI4	<---	Loyalty	.874
LI5	<---	Loyalty	.867
GE8	<---	Green_Equity	.666

			Estimate
GE9	<---	Green_Equity	.621

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Marketing_Program	<-->	Green_Equity	.234	.046	5.070	***	
e6	<-->	e5	.104	.037	2.844	.004	
e10	<-->	e11	.287	.062	4.641	***	
e8	<-->	e7	.164	.057	2.853	.004	
e6	<-->	e11	-.046	.031	-1.472	.141	
e11	<-->	e12	.164	.046	3.573	***	
e14	<-->	e12	.125	.026	4.866	***	
e17	<-->	z1	-.320	.069	-4.632	***	
e14	<-->	e11	.067	.024	2.741	.006	
e9	<-->	e6	-.151	.039	-3.827	***	
e10	<-->	e14	-.065	.030	-2.166	.030	
e3	<-->	Green_Equity	.090	.025	3.595	***	
e13	<-->	e12	.118	.034	3.455	***	

Correlations: (Group number 1 - Default model)

			Estimate
Marketing_Program	<-->	Green_Equity	.666
e6	<-->	e5	.293
e10	<-->	e11	.337
e8	<-->	e7	.224
e6	<-->	e11	-.092
e11	<-->	e12	.247
e14	<-->	e12	.418
e17	<-->	z1	-.493
e14	<-->	e11	.233
e9	<-->	e6	-.290
e10	<-->	e14	-.170
e3	<-->	Green_Equity	.269
e13	<-->	e12	.242

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Marketing_Program	.308	.051	6.028	***	
Green_Equity	.403	.102	3.966	***	
z1	.356	.051	6.950	***	
e3	.277	.031	9.080	***	
e2	.255	.033	7.720	***	

	Estimate	S.E.	C.R.	P	Label
e1	.109	.019	5.821	***	
e10	1.137	.111	10.245	***	
e9	.690	.075	9.217	***	
e8	.613	.066	9.267	***	
e7	.874	.091	9.633	***	
e6	.389	.050	7.718	***	
e5	.327	.041	8.041	***	
e4	.465	.050	9.250	***	
e13	.344	.037	9.348	***	
e14	.129	.018	6.965	***	
e15	.127	.019	6.787	***	
e16	.263	.028	9.350	***	
e17	1.184	.131	9.010	***	
e11	.637	.065	9.728	***	
e12	.695	.069	10.041	***	

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

			M.I.	Par Change
e12	<-->	Green_Equity	5.393	-.059
e12	<-->	Marketing_Program	14.954	.089
e16	<-->	z1	8.310	-.061
e4	<-->	e12	7.422	-.101
e4	<-->	e13	10.735	.097
e6	<-->	e12	6.405	-.080
e7	<-->	e6	4.089	.078
e8	<-->	e15	4.011	.045
e9	<-->	Green_Equity	4.760	.061
e9	<-->	Marketing_Program	8.906	-.077
e10	<-->	e12	4.733	.109
e1	<-->	e12	7.046	.057
e1	<-->	e16	4.649	.033

Variances: (Group number 1 - Default model)

	M.I.	Par Change

Regression Weights: (Group number 1 - Default model)

			M.I.	Par Change
GE9	<---	Marketing_Program	8.753	.289
GE9	<---	Loyalty	6.109	.128
GE9	<---	LI3	6.727	.118

		M.I.	Par Change
GE9	<--- LI2	4.649	.104
GE9	<--- LI1	4.426	.093
GE9	<--- GE7	4.146	.084
GE9	<--- Value	11.975	.250
GE9	<--- Brand	7.860	.160
LI4	<--- Green_Equity	4.265	.123
LI4	<--- GE8	7.610	.093
LI4	<--- Value	5.794	.123
LI4	<--- Relat	4.221	.097
GE3	<--- GE9	4.033	-.078
GE6	<--- LI1	4.965	-.111
GE6	<--- GE7	4.002	.094
GE6	<--- Value	4.393	-.172

Minimization History (Default model)

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	13		-1.667	9999.000	2920.399	0	9999.000
1	e	15		-.544	1.800	1785.805	19	.535
2	e*	7		-.443	.921	1251.208	5	.872
3	e	4		-.163	.835	765.539	5	.976
4	e	2		-.126	.344	617.438	5	.788
5	e	0	1267.322		.780	355.081	6	.875
6	e	0	667.850		.532	271.381	3	.000
7	e	0	295.158		1.068	230.569	1	.617
8	e	0	605.423		.519	186.756	1	1.142
9	e	0	1305.203		.294	182.960	1	1.124
10	e	0	2054.538		.236	182.509	1	1.108
11	e	0	2527.903		.064	182.471	1	1.053
12	e	0	2606.883		.009	182.470	1	1.007
13	e	0	2539.50		.000	182.47	1	1.000

Iteration	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
		5			0		

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	49	182.470	104	.000	1.755
Saturated model	153	.000	0		
Independence model	17	3007.774	136	.000	22.116

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.056	.915	.875	.622
Saturated model	.000	1.000		
Independence model	.552	.197	.096	.175

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.939	.921	.973	.964	.973
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.765	.718	.744
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	78.470	44.767	120.032
Saturated model	.000	.000	.000
Independence model	2871.774	2697.011	3053.868

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.811	.349	.199	.533

Model	FMIN	F0	LO 90	HI 90
Saturated model	.000	.000	.000	.000
Independence model	13.368	12.763	11.987	13.573

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.058	.044	.072	.170
Independence model	.306	.297	.316	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	280.470	288.992	448.077	497.077
Saturated model	306.000	332.609	829.342	982.342
Independence model	3041.774	3044.731	3099.924	3116.924

ECVI

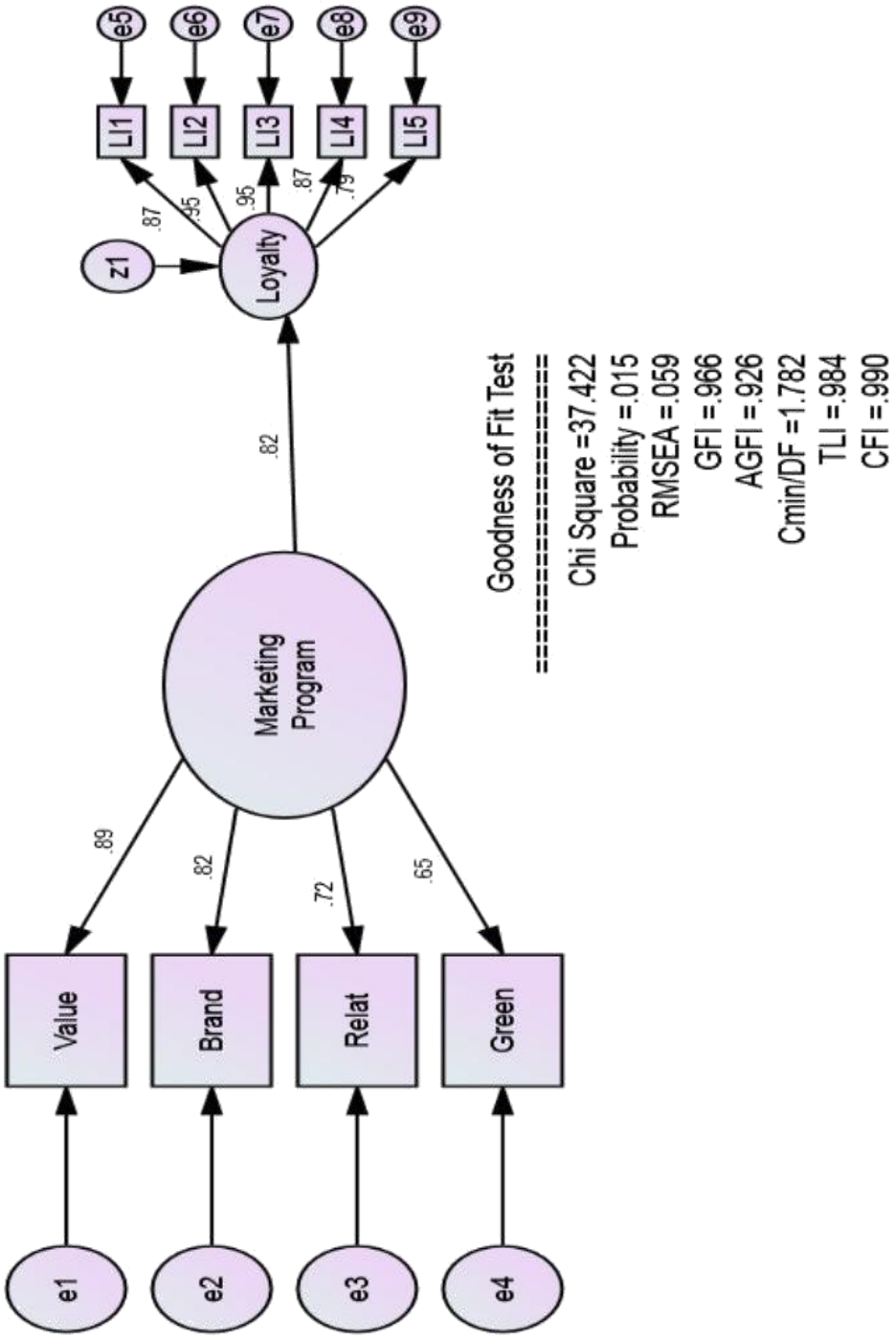
Model	ECVI	LO 90	HI 90	MECVI
Default model	1.247	1.097	1.431	1.284
Saturated model	1.360	1.360	1.360	1.478
Independence model	13.519	12.742	14.328	13.532

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	159	174
Independence model	13	14

Execution time summary

Minimization:	.016
Miscellaneous:	1.498
Bootstrap:	.000
Total:	1.514



Analysis Summary

Date and Time

Date: Tuesday, December 12, 2017
Time: 5:54:08 AM

Title

model 2: Tuesday, December 12, 2017 5:54 AM

Groups

Group number 1 (Group number 1)

Notes for Group (Group number 1)

The model is recursive.
Sample size = 226

Variable Summary (Group number 1)

Your model contains the following variables (Group number 1)

Observed, endogenous variables
Green
Relat
Brand
Value
LI1
LI2
LI3
LI4
LI5
Unobserved, endogenous variables
Loyalty
Unobserved, exogenous variables
Marketing_Program
e4
e3
e2
e1
e5
e6
e7
e8
e9
z1

Variable counts (Group number 1)

Number of variables in your model:	21
Number of observed variables:	9
Number of unobserved variables:	12
Number of exogenous variables:	11
Number of endogenous variables:	10

Parameter Summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	12	0	0	0	0	12
Labeled	0	0	0	0	0	0
Unlabeled	8	5	11	0	0	24
Total	20	5	11	0	0	36

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
LI5	1.000	6.000	-.109	-.670	-.502	-1.539
LI4	1.000	6.000	-.589	-3.613	-.120	-.367
LI3	1.000	6.000	-.615	-3.776	-.070	-.215
LI2	1.000	6.000	-.518	-3.176	-.075	-.231
LI1	1.000	6.000	-.753	-4.622	.460	1.411
Value	1.167	6.000	-.694	-4.258	2.004	6.150
Brand	1.250	6.000	-.442	-2.713	-.042	-.128
Relat	1.714	6.000	.015	.091	.065	.201
Green	1.667	6.000	-.077	-.472	-.214	-.656
Multivariate					37.180	19.861

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
105	56.432	.000	.000
123	41.508	.000	.000
101	36.156	.000	.000
200	28.495	.001	.000
186	28.234	.001	.000
42	27.450	.001	.000
6	26.048	.002	.000
54	26.020	.002	.000
203	25.438	.003	.000
99	25.151	.003	.000
210	24.775	.003	.000
119	24.756	.003	.000
219	23.816	.005	.000
50	22.160	.008	.000
139	21.178	.012	.000
109	20.973	.013	.000
89	20.705	.014	.000
72	20.440	.015	.000
79	19.885	.019	.000
164	19.305	.023	.000
127	19.202	.024	.000

Observation number	Mahalanobis d-squared	p1	p2
128	18.549	.029	.000
125	18.166	.033	.000
103	17.842	.037	.000
34	17.583	.040	.000
170	17.259	.045	.000
144	17.235	.045	.000
46	17.151	.046	.000
38	16.788	.052	.000
55	16.685	.054	.000
52	16.025	.066	.000
41	15.991	.067	.000
1	15.887	.069	.000
157	15.565	.077	.000
124	15.282	.083	.000
171	15.221	.085	.000
13	15.129	.087	.000
73	15.026	.090	.000
155	14.912	.093	.000
156	14.261	.113	.003
212	13.983	.123	.007
69	13.317	.149	.073
90	13.198	.154	.080
21	12.768	.173	.222
97	12.593	.182	.275
29	12.511	.186	.273
154	12.265	.199	.391
168	12.009	.213	.532
188	11.818	.224	.624
162	11.697	.231	.660
83	11.616	.236	.666
19	11.522	.242	.682
107	11.426	.248	.700
159	11.357	.252	.699
184	11.330	.254	.665
104	11.213	.261	.703
94	10.888	.283	.868
149	10.774	.292	.891
93	10.766	.292	.865
223	10.718	.296	.857
116	10.692	.297	.836
151	10.681	.298	.804
70	10.643	.301	.787
205	10.592	.305	.780
63	10.525	.310	.784

Observation number	Mahalanobis d-squared	p1	p2
108	10.268	.329	.897
65	10.265	.329	.871
2	10.157	.338	.895
177	9.960	.354	.946
43	9.946	.355	.933
61	9.938	.355	.915
185	9.893	.359	.911
136	9.889	.360	.888
26	9.730	.373	.931
135	9.514	.391	.972
110	9.328	.408	.988
142	9.231	.416	.992
117	9.151	.423	.993
121	9.151	.423	.990
140	9.128	.426	.988
148	8.909	.446	.997
28	8.907	.446	.995
133	8.759	.460	.998
166	8.741	.462	.997
220	8.712	.464	.997
49	8.674	.468	.997
66	8.485	.486	.999
189	8.458	.489	.999
209	8.360	.498	.999
67	8.293	.505	.999
81	8.278	.506	.999
213	8.270	.507	.999
202	8.233	.511	.999
60	8.202	.514	.999
9	8.183	.516	.998
35	8.142	.520	.998
76	7.995	.535	.999
102	7.905	.544	1.000
51	7.797	.555	1.000
132	7.632	.572	1.000

Models

Default model (Default model)

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 45

Number of distinct parameters to be estimated: 24
Degrees of freedom (45 - 24): 21

Result (Default model)

Minimum was achieved
Chi-square = 37.422
Degrees of freedom = 21
Probability level = .015

Group number 1 (Group number 1 - Default model)

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Loyalty	<---	Marketing_Program	1.540	.163	9.461	***	
Green	<---	Marketing_Program	1.000				
Relat	<---	Marketing_Program	1.005	.090	11.115	***	
Brand	<---	Marketing_Program	1.344	.131	10.249	***	
Value	<---	Marketing_Program	1.147	.107	10.741	***	
LI1	<---	Loyalty	1.000				
LI2	<---	Loyalty	.998	.046	21.829	***	
LI3	<---	Loyalty	1.038	.047	22.073	***	
LI4	<---	Loyalty	.892	.049	18.275	***	
LI5	<---	Loyalty	1.027	.099	10.353	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Loyalty	<---	Marketing_Program	.821
Green	<---	Marketing_Program	.651
Relat	<---	Marketing_Program	.722
Brand	<---	Marketing_Program	.822
Value	<---	Marketing_Program	.887
LI1	<---	Loyalty	.868
LI2	<---	Loyalty	.947
LI3	<---	Loyalty	.951
LI4	<---	Loyalty	.872
LI5	<---	Loyalty	.792

Covariances: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
e4	<--> e3	.102	.027	3.738	***	
e3	<--> e9	.107	.040	2.666	.008	
e6	<--> e9	-.062	.028	-2.200	.028	
e4	<--> e9	.130	.047	2.740	.006	
e9	<--> z1	-.212	.070	-3.043	.002	

Correlations: (Group number 1 - Default model)

		Estimate
e4	<--> e3	.300
e3	<--> e9	.193
e6	<--> e9	-.169
e4	<--> e9	.193
e9	<--> z1	-.342

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Marketing_Program	.302	.058	5.229	***	
z1	.347	.053	6.490	***	
e4	.412	.043	9.646	***	
e3	.280	.030	9.223	***	
e2	.263	.033	8.013	***	
e1	.108	.018	6.041	***	
e5	.350	.037	9.374	***	
e6	.122	.018	6.717	***	
e7	.121	.019	6.516	***	
e8	.265	.028	9.314	***	
e9	1.102	.117	9.411	***	

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

		M.I.	Par Change
e8	<--> z1	8.247	-.065
e7	<--> e8	4.764	-.033
e2	<--> e5	4.503	.051

Variances: (Group number 1 - Default model)

	M.I.	Par Change

Regression Weights: (Group number 1 - Default model)

		M.I.	Par Change
LI4	<--- Value	4.984	.115
LI4	<--- Relat	5.124	.108
LI4	<--- Green	5.756	.104

Minimization History (Default model)

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	8		-1.001	9999.000	1727.938	0	9999.000
1	e *	8		-.580	2.898	948.287	20	.255
2	e *	3		-.161	.879	545.184	5	.724
3	e *	1		-.191	.897	236.374	5	.887
4	e	0	782.471		.589	102.819	5	.916
5	e	0	167.217		.617	66.179	2	.000
6	e	0	249.291		.292	39.599	1	1.120
7	e	0	276.658		.120	37.485	1	1.099
8	e	0	287.586		.030	37.422	1	1.025
9	e	0	282.850		.001	37.422	1	1.001
10	e	0	282.826		.000	37.422	1	1.000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	24	37.422	21	.015	1.782
Saturated model	45	.000	0		
Independence model	9	1764.076	36	.000	49.002

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.024	.966	.926	.451
Saturated model	.000	1.000		
Independence model	.600	.235	.044	.188

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.979	.964	.991	.984	.990
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.583	.571	.578
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	16.422	3.139	37.531
Saturated model	.000	.000	.000
Independence model	1728.076	1594.248	1869.267

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.166	.073	.014	.167
Saturated model	.000	.000	.000	.000
Independence model	7.840	7.680	7.086	8.308

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.059	.026	.089	.289
Independence model	.462	.444	.480	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	85.422	87.654	167.515	191.515
Saturated model	90.000	94.186	243.924	288.924
Independence model	1782.076	1782.913	1812.861	1821.861

ECVI

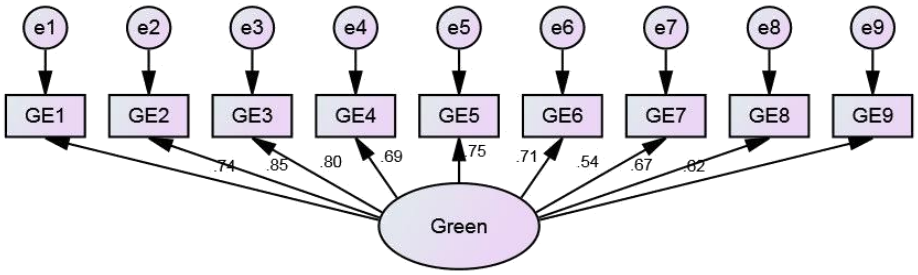
Model	ECVI	LO 90	HI 90	MECVI
Default model	.380	.321	.473	.390
Saturated model	.400	.400	.400	.419
Independence model	7.920	7.326	8.548	7.924

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	197	235
Independence model	7	8

Execution time summary

Minimization:	.000
Miscellaneous:	1.046
Bootstrap:	.000
Total:	1.046



Regression Weights: (Group number 1 - Default model)

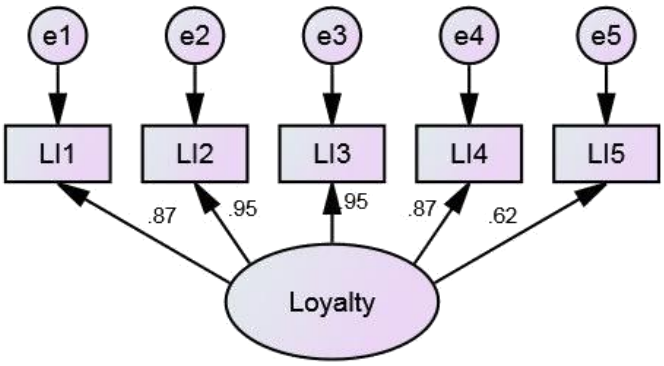
	Estimate	S.E.	C.R.	P	Label
GE1 <--- Green	1.000				
GE2 <--- Green	1.104	.086	12.809	***	
GE3 <--- Green	1.097	.092	11.966	***	
GE4 <--- Green	1.148	.112	10.261	***	
GE5 <--- Green	1.146	.102	11.270	***	
GE6 <--- Green	1.122	.105	10.638	***	
GE7 <--- Green	.871	.110	7.943	***	
GE8 <--- Green	.936	.094	9.982	***	
GE9 <--- Green	.842	.092	9.178	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
GE1 <--- Green	.741
GE2 <--- Green	.850
GE3 <--- Green	.797
GE4 <--- Green	.691
GE5 <--- Green	.754
GE6 <--- Green	.715
GE7 <--- Green	.542
GE8 <--- Green	.673
GE9 <--- Green	.622

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Green	.600	.095	6.310	***	
e1	.492	.052	9.385	***	
e2	.281	.035	7.991	***	
e3	.415	.047	8.854	***	
e4	.867	.089	9.695	***	
e5	.599	.064	9.287	***	
e6	.724	.076	9.564	***	
e7	1.094	.107	10.193	***	
e8	.635	.065	9.780	***	
e9	.674	.068	9.979	***	



Estimates (Group number 1 - Default model) Scalar

Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LI1 <--- Loyalty	1.000				
LI2 <--- Loyalty	.999	.046	21.738	***	
LI3 <--- Loyalty	1.043	.047	22.055	***	
LI4 <--- Loyalty	.887	.049	17.975	***	
LI5 <--- Loyalty	.813	.076	10.659	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
LI1 <--- Loyalty	.866
LI2 <--- Loyalty	.948
LI3 <--- Loyalty	.954
LI4 <--- Loyalty	.867
LI5 <--- Loyalty	.624

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Loyalty	1.061	.130	8.141	***	
e1	.352	.038	9.313	***	
e2	.121	.018	6.530	***	
e3	.114	.019	6.002	***	
e4	.276	.030	9.304	***	
e5	1.099	.106	10.340	***	