THE INTERCONNECTIONS OF GREEN MOTIVES AND CORPORATE SOCIAL PERFORMANCE: THE MEDIATING ROLE OF GREEN PRACTICES

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Abstract. *This research aims to explore the impact of green motives (GM) on Corporate Social Performance (CSP) through green practices (GP) in the hotel industry. Data was collected from the 250 executives and other members of senior management who were involved in the management decision making directly or indirectly. Structural Equation Modeling (SEM) technique was applied through Smart-PLS version 3.2.8. Subsequently, results proved that green motives have a positive association with green practices and CSP. Green practices mediated the relationship between green motive and CSP. This research isolates itself from the previous ones in this area by integrating the literature of green motives and corporate social performance that how green practices intercede this relationship in the context of the hotel industry. In the hotel industry, owners/managers should focus on green motives and must consider them to keep their stakeholders interested and motivated. This study guides management in practice that how to satisfy their customers timely through the green process and build a strong foundation for CSP. This is quantitative research based on cross-sectional data and has been conducted in Pakistan.*

1. Introduction

In the current decade, the green companies can successfully integrate environmental practices in their strategies more enthusiastically and proactively (Chang, 2019). Green motives in terms of instrumental, relational, and moral (Aguilera, Rupp, Williams & Ganapathi, 2007), can set open the new corridors of favorable outcomes for the hotel industry (Paulraj, Chen, & Blome, 2017). Stakeholders are keen to participate in green activities in the hotel industry because of their entrenched motivations (Boiral & Iraldo, 2018). Therefore, green activities should be given primary importance to keep the stakeholders motivated for better Corporate Social Performance (CSP) and financial benefits. As Rugman and Verbeke (1998) argued, companies must incorporate green vision into their organizational strategies to gain stakeholders' trust and to fulfill green product demands. Practically, green motives are intentions towards green transitions and green practices for achieving green product innovation (Chang, 2019). Esty and Chranovitz, (2012), the adaptation of green strategies can help companies to reduce risks, which can result in green innovation for improved corporate social performance. However, no explicit research has been conducted to investigate the impact of green motives on CSP through green practices so far. Hence, this research is initiated to unfold the nexus among green motives, green practices, and CSP.

To encounter external environmental pressures, Companies tend to label themselves as green and integrate these ideas for their future strategies (Griskevicius, Tybur, & Van den Bergh, 2010). Green motives are demonstrating a critical connection in the hotel industry in terms of sustainability, competitiveness, and corporate social performance. The hotel industry is eager to improve its environmental performance, mostly because of stakeholders' pressure. As Westley and Vredenburg (1991), stated that there is a collaboration between green products and environmentalism. Researchers have linked green motives with financial performance, but no such framework has been brought into consideration before, which highlighted that green motives could improve the corporate social performance of the hotel industry. Our research isolates itself from the previous ones in this area, by integrating the literature of green motives and corporate social performance, that how green practices intercede this relationship.

There are apparent indications of the interconnection between green practices and corporate social performance. Thus, green practices are proving to be impactful on green activities in the hotel industry as well. Green practices, adopted and implemented, are perceived as a supplementary, which parades a positive image to its customers and lots of other intangible benefits (Jauhari & Manaktola, 2007). This study took green practices as a mediator

between Green motives and corporate social performance. Scholars empirically tested the relationship of green practices and financial performance (Dutta, Umashankar, Choi, & Parsa, 2008; Ham & Lee, 2011). This study is initiated to dig the concept deeper, theories and most topical literature back the arguments, and additional empirical analysis of first-hand data that how Green practices mediate between green motives and Corporate social performance.

The hotel industry of Pakistan is experiencing a green transition; it is one of the most considerable industries where green activities needed to be followed and measured regularly because of environmental and stakeholders' pressure. As stakeholders are keener to associate and pay more for those hotels which are implementing green activities (Dutta et., al, 2008). Furthermore, our sample contains those brands of the hotel, which have been actively contributing to the green transitions and environmental programs. As, these hotels proactively dedicated themselves to environmental protection, were ready to implement Green practices and measures.

The Structure of our paper is as follows, the next chapter of our research is comprised of theories and literature relevant to our research area, which helped us to construct our hypothesis, followed by analysis and methodology. In the last part of our research, we concluded our arguments and revealed the gaps which are being filled in through this research.

2. Literature Review

2.1 Green motives

Classical motivation theories assume that individual motives guide behaviors (Braver et al., 2014; Hull, 1952; McClelland, 1985). Besides this Gutman, (1982) means-end theory, also providing the theoretical foundation for our research area, as this theory also encompasses customers' environmental concerns and organizational social performance. There are different definitions to measure the marvel of green (Inderst, Kaminker, & Stewart, 2012), because of the subjective nature of motives and greening itself. Green motives could be defined as; motives that urge stakeholders to respond to the environmental needs and force them to participate proactively in an organization(Chang, 2019). Green motives are categorized as relational, instrumental, and moral (Aguilera et al., 2007). Our study also implies green motives, briefly describing them as;

Instrumental motives: Self-interests of stakeholders in an organization that keep them interested can be named as instrumental motives (Chang, 2019).

Relational motives: Motives that are concerned with relationships among different actors in an organization are named as relational motives (Chang, 2019).

Moral motives: Motives that are concerned with moral principles and ethical standards are known as moral motives (Chang, 2019).

2.1.2 Corporate social performance (CSP)

This research uses Turner and Tajfel (1986) social identity theory as a base. One notion of SIT states that there exists a positive relationship between customers' environmental concerns and corporate social performance. CSP refers to the practices, norms, and rules of a company in relation to its external environment, such as, community, institution, people, and society, combining the scholarly views of past researchers (e.g., Aguilera et al., 2007; Guoyou, Saixing, Chiming, Haitao, & Hailiang, 2013; Husted, 2000; Jauhari & Manaktola, 2007; Wood, 1991).

2.1.3 Green practices (GP)

Ecological modernization theory is about organization functions and their interactions with the external environment (Spaargaren & Mol, 1992). EMT contends that the adoption of the market mechanism, technological efficiency, and environmentalism should result in economic growth and competitiveness. One central notion of EMT is that companies are increasingly incorporating environmental interests into their everyday practices (Choi & Parsa, 2007). EMT to be used as a base of our proposed area of research that green practices evolve in response to the external environment changes (Hahnel, Golz, & Spada, 2014). Green practices refer to those practices which deal with stakeholders and the external environment proactively (Dano, 2007; Lo & Jim, 2010; Moisander, 2007).

2.2. Conceptual model of the research and developing hypotheses

2.2.1 Green motives and corporate social performance

Green motives are an integral part of the hotel industry to evaluate the performance of its actors and factors which could motivate social performance. The hotel industry also reviews the policies and procedures by analyzing how successful they have been in maintaining their relationship with its stakeholders and society. Wartick and Cochran, (1985) explained the CSP model as an interaction among the principles of social responsiveness and policies developed to address social issues.

Moreover, they also incorporated competing perspectives of social, public, and economic responsibilities in their framework. CSP is getting significant importance empirically and theoretically (Clarkson, 1995; Husted, 2000;

Randall, 1989; Wood, 1991). Lu, Chau, Wang, and Pan (2014) found out that corporate social and financial performance are closely linked with each other. Green motives can improve corporate's environmental and social performance (Babiak & Trendafilova, 2011). Waddock and Graves (1997) argued that critical for the companies to identify those motives which could, in turn, contribute to corporate social performance.

Companies have been found implementing green activities for a better image and reputation (Chang, 2019). Stakeholders show their trust in those companies who have a good repute of being proactive in adopting green activities (Babiak & Trendafilova, 2011; Guoyou et al., 2013). Moreover, if a company fails to practice green activities, stakeholders could withdraw their associations from such companies (Parmar et al.,2010). Behjati (2014) argued that stakeholders' pressure drives environmentalism. Same in the case of the hotel industry, it has to portray its image as environmentally friendly as per the demand of its stakeholders, by practicing green activities. So, the hotel industry must keep its stakeholders involved and motivated to achieve environmental outcomes. Three motives of stakeholders can drive the hotel industry towards green, which are described as relational motives, instrumental motives, and moral motives (Aguilera et al., 2007).

Instrumental motives (IM): IM is measured with three dimensions: involvement of a company in green activities to portray a positive image and to ignore poor publicity. Secondly, indulge in green activities to keep stakeholders motivated. Third, IM can result in financial gains. (Paulraj, Chen & Blome, 2017). IM can urge the stakeholder to be proactive towards environmental issues. Managers can influence their stakeholders directly to engage them in green practices, and such corporate strategies can improve financial performance (Liao & Long, 2018).

Relational motives (RM): Relational motives urge the need to take into account stakeholders' norms, which the hotel industry has to comply with for a positive relationship. As it is hard to find a balance among the interests of all stakeholders (Testa, Boiral & Iraldo, 2018); therefore, hotels can introduce and establish social legitimacy, which is a relational motive, shows that how others perceive a company's actions. Hence, RM focus on relationships with customers and other stakeholders for green objectives to improve social performance. Therefore it becomes obligatory for hotels to take care of stakeholders' interests while they are contributing positively towards the green to enhance overall corporate social performance (Paulraj et al., 2017).

Moral motives (MM): Hotel industry, driven by moral motives showing the intent to go beyond formulated laws and regulations to support green

transformation and sustainability. Additionally, the hotel industry's ethical duty is to contribute positively to society and the environment, to make this industry more sustainable. Due to severe competition amongst the competitors of a hotel, adhering to conventional moral standards will not be enough; they have to contribute to moral norms as well (Ferrell & Fraedrich, 2015). Hence MM set a platform to build strong SCP and urge the hotel industry to address sustainability before its competitors. Consumers match their perceived product attributes with specific motives about their green purchase decisions (Hahnel et al., 2014). Finally, the ultimate objective of a hotel industry should be socially and morally more responsible than ever before for sustainability and CSP (Chang, 2019).

So, in the hotel industry, stakeholders are keen to participate in green motives, which could result in economic motives. Motives could be different from the stakeholders' perspective, whether relational, moral, or instrumental, could contribute to corporate social performance in the hotel industry. Green motives can urge the stakeholders to actively contribute towards their objectives and enhance their motivation, which could, in turn, help to improve overall corporate social performance. The following section shows how green motives in terms of each dimension improve CSP. In the light of the above discussion about CSP, we proposed our hypothesis as ;

H₁: *Green motives (instrumental, relational, and moral) have a positive relationship with corporate social performance in the hotel industry*

2.2.2 Green motives and green practices

According to attribution theory, Jones & Davis, (1965); Kelley, (1973), customers evaluate the initiatives taken by a company, and those evaluations mainly focus on the embedded motivation.

Similarly, in the hotel industry, stakeholders have their embedded motivations for green transitioning, which keep them interested in participating actively. Stakeholders' interest in the hotel industry can be retained by promoting a firm's image of being green. It is becoming essential for companies to incorporate green activities actively, to meet the demand for green products (Rugman & Verbeke, 1998).

Adoption of green practices by hotels could be considered as follow; minimum use of all the energies, using eco-friendly electrical and mechanical appliances for hot and cold temperatures, serving organic food, minimum use of water, use eco-friendly packaged products, ditching disposables instead of trashing them, and low carbon emission. Weaver (1996) stated that customers with green motives might be willing to pay more for those hotels which implement green practices. Hence green motive is a significant antecedent of

green practices. Green motives set the way for the implementation of green practices, as these practices involve all levels of management, stakeholders, materials, and processes. Therefore, green motives can advocate green practices in the hotel industry, as stakeholders with their interests follow the green practices for better image and reputation. Companies are willing to gain a competitive advantage through green products and green strategies (Porter & van der Linde, 1995). So, green strategies could be comprised of green practices, ultimately triggered by green motives in the hotel industry. Finally, we may be able to propose that, green motives, can keep the hotel industry keen to adopt green practices.

H₂: *Green motives (instrumental, relational, and moral) have a positive relationship with green practices in the hotel industry*

2.2.3 Green practices and corporate social performance

Though green practices were not part of regular activities in hotel industries traditionally, now considered as a core element (Kang, Stein, Heo, & Lee, 2012). Green practices, adopted and implemented, are perceived as a supplementary, which parades a positive image to its customers and lots of other intangible benefits (Jauhari & Manaktola, 2007). On the other hand, advanced facilities such as; pools, spas, saunas, and fitness centers provide tangible benefits to hotel customers.

Moreover, green practices can also satisfy psychological, emotional, and self-esteem needs (Sen & Bhattacharya, 2001). As the emphasis of the hotel industry has shifted beyond measurable benefits to environmentalism, therefor green practices are becoming equally important to cope with environmental changes. Scholars empirically tested the relationship of green practices and financial performance (Dutta, Umashankar, Choi, & Parsa, 2008; Ham & Lee, 2011).

Dutta et., al (2008) conducted a comparative study between India and the US, finding out a relationship between green practices and consumers' willingness to pay more. The outcomes of the study highlighted that in America, consumers were willing to pay 10 % more for green practices. Besides, quoting above mentioned researches, it is evident in today's era, that stakeholders show their trust in the environmentally friendly hotel industry (Jauhari & Manaktola, 2007). Additionally, big brands of hotels are promoting themselves as green, from their operations to green supply chain, packaging to disposition, for better corporate social performance. As proved by the studies of Gustin & Weaver (1996), there exists a positive relationship between pro-environmental practices and purchase intentions. Satisfaction from

stakeholders' perspective in the hotel industry benefits to improve the corporate social performance of a firm, and they will be willing to pay more premiums for such green initiatives. Romani, Grappi, & Bagozzi (2016), stated that consumer behavioral responses positively impact green products support. Green practices from the hotel industry contribute to revealing a positive image to sustain stakeholders which consequence in improved CSP, and this can be written as ;

2.2.4 The mediating role of green practices

Green motives keep interested all the stakeholders towards transitioning of green in the hotel industry, as a result, enhances corporate social performance, discussed in the first part of our research. Jauhari and Manaktola (2007) said that customers have concerns about green practices and prefer hotels that follow green practices. Green practices assist those stakeholders who are already interested in transitioning green. For example, in the hotel industry, stakeholders possess green motives, and at the same time, management decides to implement green practices, which could match the stakeholders' motivation and management objectives, resulting in improved CSP. Hence, Green practice acts as a driver of green motives to reach CSP.

Jung and Chun, (2014) stated that customers' willingness to pay for green is ascribed in customers' choice behavior. Graci and Dodds (2008) researched the Canadian hotel industry and postulated that for the hotel industry's economic efficiency, green practices are mandatory. Kang et al. (2012) proposed that environmental concerns can lead to a willingness to pay more in the hotel industry. Hahnel et al. (2014) stated that subjective norms, attitudes, and perceived behavioral controls impact positively on the intents of customers to stay at a green hotel.

From the researches mentioned above, we argue that; meeting the motives of stakeholders is essential, and the results are better financial performance and improved CSP, possible due to the implementation of green practices. In the same context of green practices and corporate social performance, Porter and van der Linde (1995) argued, those companies which focus on environmentalism avoid not only penalties and protest but also improve their corporate image. Additionally, from these points of view, we may conclude that green motives advocate better CSP performance, and green practices facilitate the hotel industry to achieve green goals. From the above discussion, we may be able to propose the following hypothesis:

H₄: *Green motives have a positive relationship with organizational social performance mediated by green practices in the hotel industry*
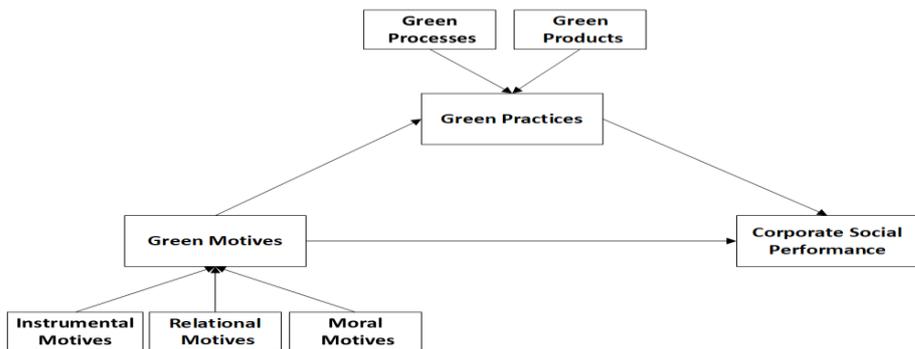
Figure 1: Research Model

3. Methodology

This study was conducted in the hospitality sector, as the hospitality sector is more representative of hotel businesses to achieve corporate social performance. Pakistani hotels are at the brink of a revolutionary edge and their search to improve their corporate social performance cannot merely rely on services, but must also adopt green motives and green practices.

3.1 Sample size and data collection

To generalize the acceptability of this research, the data was collected from those five-star and four-star hotels. These hotels offer luxurious facilities and follow the international protocol due to international customers. These hotels are preferred to stay by; national and international celebrities, international tourists, and other formal/informal foreign delegations. Five-star and four-star hotels are involved in green practices and offering green products/services. The details of these hotels have been recognized through their registration with three autonomous bodies, i.e., 1) Hotels must be a member of these bodies, i.e., Pakistan Hotel Association; 2) Pakistan Institute of Tourism & Hotel Management and must fulfill the requirements, and 3) The Pakistan Hotels and Restaurant Act 1976. Data was collected from the executive and other senior management members who were, directly and indirectly, involved in the decision-making process. The necessary details of demographics about hotels and respondents are given in Table-1.

Table 1. *Details of Demographics*

Demographic Variables	Frequency	%
Business Tenure (In Years)		
1-5 Years	67	26.80%
6-10 Years	95	38%
More than 10 Years	88	35.20%
Total	250	
Number of Employees		
1 to 10	98	39.20%
11 to 20	110	44%
More than 20	42	16.80%
Total	250	
Respondents Experience		
1-5 years	57	22.80%
6-10 years	99	39.60%
11-15 years	65	26%
More 15 years	29	11.60%
Total	250	
Respondents Education		
High School Certificate	105	42%
12 Years College Certificate	78	31.20%
14 Years College Certificate	33	13.20%
Graduation	20	8%
Masters	14	5.60%
Total	250	

3.2 Scales and measurement

All the scales were measured through a 7-Point Likert scale ranged from 1(strongly disagree) to 7 (strongly agree). The respondents were asked to rate their responses about Green Motives, Green Practices, and Corporate Social Performance.

3.2.1 Green motives

The scale of Green motives was measured through its three sub-dimensions, i.e., instrumental motives, relational motives, and moral motives. This scale was adapted from the work of Paulraj, Chen, and Blome (2017). Instrumental motives comprised of 3-items, and the sample statement was: our hotel is engaged in green activities to avoid poor publicity. Relational motives comprised of three items, and the sample statement was: Our hotel is engaged in green activities to increase its customer. Moral motives comprised of four

items: Our hotel is engaged in green activities because we are responsible for the green environment.

3.2.2 Green practices

The Green Practices scale was adapted from the work of Gnzalez-Benito and Gonzalez-Benito (2005a; 2006). This scale is comprised of two sub-dimensions green product and green process. Green product was measured through 4 items, and the green process consists of 12 items. The sample item for Green products was: In our hotel, we focus on reducing resource consumption and waste generation during product usage. The sample item for the Green process was: In our hotel, we focus on reducing energy and natural resources consumption in process and operations.

3.2.3 Corporate social performance

The 7-items scale CSP was adapted from the work of Yuen, Thai, and Wong (2016). The sample of CSP was: Our hotel donates to charitable organizations.

3.2.4 Control variables

Researchers have acknowledged that control variables like respondent Education, respondent experience, business size (no. of employees), and Business Age (measured in No. of years) can be useful for improving the reliability of the research model. This study, therefore, used these four control variables.

4. Results and Discussion

4.1 Common method bias

In order to measure and validate the model of this study, we have applied the Structural Equation Modelling (SEM) technique applied through Smart-PLS version 3.2.8. The researcher incorporates the SEM technique when there are complex constructs and latent variables combined in the model. Since the nature of this study is explanatory; therefore, we incorporate Structural Equation Modelling based on Partial least square (PLS). The common method may be existing in this study because of data for dependent and independent variables collected from the same respondent and at the same point in time. In order to check the common method bias, there are many measures suggested by the expert statisticians and researchers; Fornell-Larcker Criterion is a very known and authentic measure among those measures of discriminant validity and common method bias. According to Bagozzi, Yi, & Phillips, (1991), the threshold value to reject the common method bias hypothesis is 0.90 if the value of the correlation between construct is lower than the threshold of 0.90 it

means there is no common method bias exist in the model, also implies that there exist discriminant validity. Table-2 illustrates the values of correlation between the construct of this study, the correlation between GM and GP is 0.762, the correlation value between GM and CSP, GP and CSP is 0.826, 0.757 respectively, which is lower than 0.90, these values confirming the discriminant validity and rejecting common method bias hypothesis.

Table 2. *Fornell- Larcker Criterion*

Variable	GM	GP	CSP
Green Motives (GM)	0.76		
Green Practices (GP)	0.76	0.77	
Corporate Social Performance	0.83	0.76	0.85

4.2 Measurement model

Structural Equation Modelling based on two models one is a measurement model that confirms the reliability and validity of data, and the second one is a structural model that measures the path coefficients, the relationship between variables, test, and validate hypothesis Barclay, Higgins & Thompson, (1995). The first step in SEM is to elaborate on the measurement model/outer model, which includes the explanation of different reliability and validity measures like composite reliability, convergent validity, discriminant validity, and internal consistency. Composite reliability and internal consistency measured through Cronbach's alpha, construct validity confirmed by factor loadings, and convergent validity measured by average variance extracted. There is two prevalent measure to check the Discriminant validity one is Fornell-Larcker Criterion, and the other is the HTMT criterion (Henseler, Ringle, & Sarstedt, 2015).

In this study, second-order constructs have been used to measure Green Motives (GM), Green Practices (GP), and corporate Social Performance CSP. GM consist of three sub-dimensions, Instrumental Motives (IM) has three items, Relational Motives (RM) also have three items, and Moral Motives (MM) have four items; GP includes two sub-dimensions Green Product (GPRD) having four items and Green Processes (GPROC) consists of twelve items and Corporate Social Performance (CSP) have five items.

4.3 Internal consistency

Internal consistency was measured through Cronbach's Alpha (α) and composite reliability (CR). Cronbach's alpha and composite reliability are the primary measures of internal consistency. The threshold value of Cronbach's alpha is between 0.60-0.70; a higher value indicates high composite reliability (Hair, Hult, Ringle, & Sarstedt, 2016). Table-3 illustrates the values of

Cronbach's alpha and composite reliability; Cronbach's Alpha ranges from 0.851 to 0.885, indicating the internal consistency of data.

4.4 Indicator reliability

The variance of items explained by that particular variable measures the indicator reliability. Values of FactorLoadings of the items (questions) range from 0-1, and sustainable value is 0.60, and higher would be better. According to Hulland (1999), factor loadings below 0.40 must be removed from the model. In Table-2, factor loading values is range from 0.667-0.875, indicating the high indicator reliability.

4.5 Convergent and content validity

Convergent validity measures the theoretical relationship between constructs. Convergent validity of the scale depends upon three measures; first, Factor Loading should be equal to or more than 0.60, second composite Reliability should be equal to or greater than .80, and the third average variance extracted should be equal to or more than 0.50 as stated by (Fornell, 1981).Table-3 reports the value of factor loadings, composite reliability, and average variance extracted. All factor loadings are more than 0.60 criteria, composite reliability for all three constructs is greater than 0.80, also beating the norm, and average variance extracted values are more than the 0.50 threshold, hence confirming the convergent and content validity of data.

Table 3. *Reliability and Validity*

Items	Factor Loadings	t-Statistics	Cronbach's Alpha	CR	AVE)
Green Motives (GM)					
IM1	0.796	25.58			
IM2	0.827	31.09			
IM3	0.793	24.01			
MM1	0.788	18.89			
MM2	0.771	18.73	0.872	0.913	0.834
MM3	0.704	11.95			
MM4	0.684	12.82			
RM1	0.748	18.31			
RM2	0.667	9.52			
RM3	0.801	17.53			
Green Practices (GP)					
GPRD1	0.688	11.85			
GPRD2	0.759	19.42	0.885	0.924	0.813
GPRD3	0.795	22.68			

GPRD4	0.806	25.44			
GPROC1	0.784	22.98			
GPROC2	0.738	16.76			
GPROC3	0.729	18.58			
GPROC4	0.692	15.12			
GPROC5	0.697	14.86			
GPROC6	0.719	15.36			
GPROC7	0.822	25.88			
GPROC8	0.84	32.14			
GPROC9	0.817	27.93			
GPROC10	0.751	19.73			
GPROC11	0.785	19.81			
GPROC12	0.797	22.49			
Corporate Social Performance (CSP)					
CSP1	0.813	22.53			
CSP2	0.818	18.39			
CSP3	0.869	31.77	0.851	0.892	0.824
CSP4	0.851	29.21			
CSP5	0.875	34.02			

4.6 Structural model

The second model of SEM is a structural model that indicates the hypothesized connection between variables. Path coefficients describe the change that occurred in the dependent variable due to the particular independent variable, and its value ranges from +1 to -1. A coefficient value closer to +1 shows a high positive impact or strong positive relationship, and a value closer to -1 shows a robust negative relationship, and a value closer to zero means a weak relationship between dependent and independent variables. The other values that should be described in the structural models are t-value and p-value. These other values indicate the significance of the association or impact between variables. In table-4, the coefficient for H1 (Green Motives (GM) positively influences the Corporate Social Performance) is 0.595, the t-value 9.083, and $p < 0.01$. H1 accepted and supported by the results, and according to the t-statistics and p-value results are significant at one %level of significance. H2 (GM positively affiliated with GP) is also accepted as the value of the coefficient is 0.762, the t-value is 20.197, and $p < 0.0$, p-value and t value indicates the significance (1% level) of the relationship between both constructs. H3(GP positively affects the CSP) is also accepted by the given below results as depicted by the Coefficient 0303, t-statistics 4.244 $p < 0.01$, and this relationship is significant at the level of 1%. The last hypothesis H4(GM positively influences the CSP via GP) is supported by the results and confirms

the mediation. The coefficient value is 0.231, the t-value is 3.909, and p<0.01, confirming the significance of the mediation.

Table 4. *Path Coefficients*

Hypotheses	Coefficients	SD	T Statistics	P Values	Decision
H$_1$: GM →CSP	0.60	0.066	9.083	0.000***	Accepted
H$_2$: GM →GP	0.76	0.038	20.197	0.000***	Accepted
H$_3$: GP →CSP	0.30	0.072	4.224	0.000***	Accepted
H$_4$: GM →GP →CSP	0.23	0.059	3.909	0.000***	Accepted

CSP: R2=0.721, Adj. R==0.719, GP: R2=0.580, Adj. R2= 579 Model fit: SRMR=0.09 NFI=0.573 ***

denotes the significance level at 1%

4.7 Discussion

In the current study, we developed a framework to test the relationship between green motives (instrumental, relational, & moral) on corporate social performance, with the mediating effect of green practices. To check the relationship between GM, GP, and CSP, we proposed the findings of our results to support four hypotheses for our research, all of them. Talking about our first hypotheses that GM positively affects CSP in the hotel industry, our results are significant and show a positive relationship, consistent with some past studies (e.g., Chang, 2019; Paulraj et al., 2017). This study also confirms that GM (IM, RM, & MM) are a source of motivation or a reason to enhance the interests of stakeholders in the hotel industry, which in return improves the corporate social performance of this specific industry. Therefore, based on our results, we may argue that the main driving force of CSP could be GM in the hotel industry.

Additionally, it could be clearly understood by the HR managers, policymakers, franchise owners, relevant stakeholders, and R&D managers that they meet the GM more proficiently and proactively to improve the CSP of their brand in the hotel industry. The second hypothesis of our research was intended to check the relationship between GM and GP in the hotel industry. Findings suggested that there exists a positive relationship between GM and GP in this particular industry. Additionally, one of the most noticeable contributions to the literature of GM, as the relationship between GM and GP, has not been checked in detail before this study. Results confirmed that green motives could provoke the need for strict and regular adoption of GP in the hotel industry.

Consequently, the hotel industry could take into account more environmental/eco-friendly practices, following health and safety procedures, and be more flexible to the changes in the external environment. GP, such as recycling, minimum use of energy, fewer carbon emissions, will not only improve the CSP of the hotel industry but would also be helpful to stay less harmful to the natural eco-system. Our findings are closely linked to the researches of Porter & van der Linde, 1995; Weaver, 1996; and Rugman & Verbeke, 1998, in the area of green practices. Our third hypotheses are most practical that GP will result in CSP, supported by our results as well. One of the most open discussions to bring forward if the hotel industry will adapt, regulate, and monitor green practices regularly, it will ultimately result in improved CSP.

Additionally, GP could be considered one of the most vital and contributing factors to improving CSP in the hotel industry. Consequently, our results proved that as well, that there exists a healthy and positive relationship between GP and CSP. Our research is also supported by the work of (Dutta, Umashankar, Choi, & Parsa, 2008; Ham & Lee, 2011), where they found out a relationship between green practices and the financial performance of the firms. Talking about the last hypotheses that are mediating the role of GP, here we found out a positive and significant relationship as well, GP, as supported by our results to incorporate more green practices in the hotel industry specifically, which results in improved CSP.

This research contributes to existing knowledge and managerial implications as well, by proposing a theoretical framework, which could be more viable and practically implementable. In the current literature, the relationship between GM and CSP was missing, which we tried to fill in through our research. Additionally, the most contributing factor to CSP could be the implementation of GP, if carefully implemented and regularly monitored, could result in better CSP. As evident from the work of Kang, Stein, Heo, & Lee (2012), green practices are an integral part of desirable outcomes for any organization. Though the direct relationship between GM and CSP is strong enough to support the narrative that GM is vital to improving CSP, still it should be understood that GP smoothens the way to achieve these results. Therefore, the contribution of this mediation in the proposed framework is also novel and offers more understanding of how CSP could be improved through GP. Therefore, our research highlights some essential elements which are not related to external environmental pressures solely, but its emphasis on radical changes within the organization as well, such as GM and GP. Majid et al, (2019) stated that, environmentally friendly business strategies impact environmental performance.
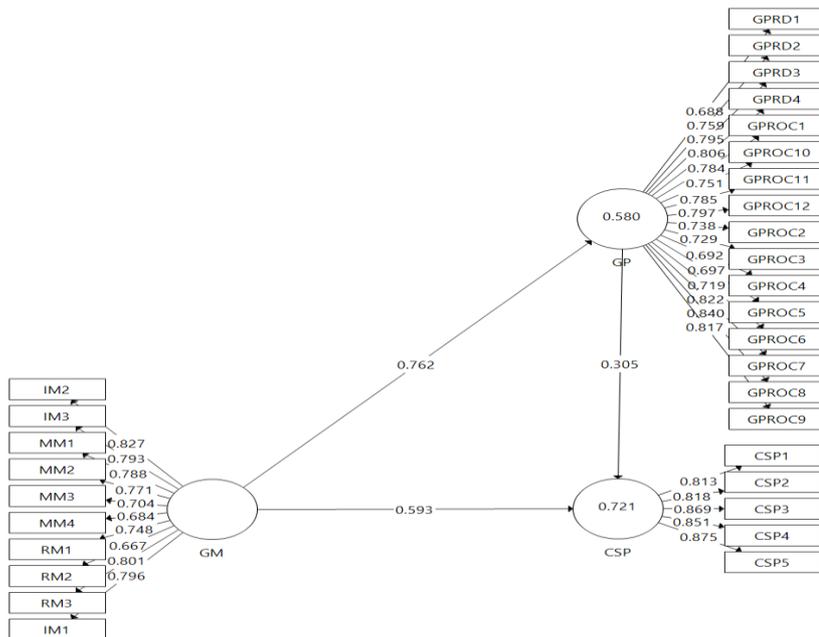
Figure 2: Structural Equation Model

5. Conclusion and Implications

In this research, we used the SEM to discover the positive effects of GM on CSP with the mediating role of GP. Additionally, taking into account the dimension of GM, i.e. (IM, RM, MM) (Aguilera, Rupp, Williams & Ganapathi, 2007; Paulraj, Chen, &Blome, 2017). Similarly, GP is divided into Green processes and green products (Suganthi, 2019). Though there have been many studies on the relationship between GM and financial performance or organization performance, research in this specific area of GM and CSP is unique. Our research revealed that GM positively affects CSP, and GP mediates this relationship. Additionally, there exists a positive relationship between GP and CSP as well.

There are several implications of this research work. Precise results of this research could provide implications for researchers and stakeholders of the hotel industry. In the hotel industry, owners/managers should focus more to take into account the motives of their stakeholders and satisfy them timely, precisely directing them towards green as GM could enhance CSP, in line with the studies of (Chang, 2019) and (Paulraj et al., 2017). Motives are indeed

intrinsic motivation of any stakeholder in the hotel industry, so taking them into account and acknowledging them could enhance the CSP of the hotel industry. Quoting the notion of a deontological theory, moral motives not only keep the companies engage in green activities but also draw a guideline for those who care do to good, additionally, results in preventing unethical things and promote goodness (Sekerka, Comer, & Godwin, 2014). Therefore, it is of vital importance for the hotel industry to consider the motives of its stakeholders for better CSP.

Additionally, there exists a positive association between GP and CSP as well in the hotel industry. Though there are small numbers of hotels in Pakistan that practically consider green transitioning as their ultimate responsibility, still GP has to be the most integral part of the plans and objectives of all the hotels. Implementation of GP not only improves the CSP of hotels, but it also saves them lots of money, tangible and non-tangible assets, and maintenance costs as well. Consequentialism could be brought to the discussion as the associated positive benefits of GP outweighs the adverse effects of GP. For example, in our sample, the hotels considering GP as a vital element observed higher benefits and more acceptability from their customers.

Last but not least, this research also highlighted that GP could serve as a mediation between GM and CSP in the hotel industry. Hotels that have an aim to promote their image of green and are in the race of improving their stars are keener to take care of GM of their stakeholders and implementing more GP. This research study proposed that there is an apparent relationship between GM and CSP, but GP mediates this relationship. However, managers have to be on their toes to keep an eye on GP being implemented and should be implemented to make this relationship stronger. As discussed earlier, GP could be mean to achieve better CSP, in line with the findings of Porter and van der Linde (1995) that green practices are a means of improved CSP and improved environmental management practices. Most of the hotels around the globe are gradually transitioning towards green innovation, green practices, and Green supply chain management practices for a better corporate image. Almanza, (2019), stated that consumers' perception is important and influence their behavior regarding choosing hospitality and tourism settings.

Thus, the implications from the conducted research are practical and could offer great help to researchers and managers of the hotel industry to keenly observe green practices, satisfy green motives of stakeholders to portray a positive image to society and customers, which will, in return, improve their CSP. Choosing green hotels for accommodation is mostly because of the specific intentions of consumers, Nimri, Patiar, Kensbock, and Jin, (2019).

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