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EMOTIONAL VALUE INFLUENCE ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION AND CORPORATE IMAGE MODERATION EFFECTS

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Abstract: *This study employs a quantitative approach with an explanatory research design to analyze the direct effect of organizational justice on extrinsic motivation, intrinsic motivation, job satisfaction, and employee performance in the banking sector. Data were collected through questionnaires using a five-point Likert scale and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that organizational justice has a positive and significant effect on extrinsic motivation, intrinsic motivation, and job satisfaction. Furthermore, both extrinsic and intrinsic motivation have a positive and significant influence on job satisfaction. Job satisfaction also shows a significant effect on employee performance. These findings highlight the importance of implementing organizational justice to enhance employee motivation, job satisfaction, and performance. In the competitive banking industry, fair organizational practices are essential for fostering positive work attitudes and improving overall organizational effectiveness and employee productivity.*

Abstrak: Penelitian ini menggunakan pendekatan kuantitatif dengan jenis *explanatory research* untuk menganalisis pengaruh langsung keadilan organisasi terhadap motivasi ekstrinsik, motivasi intrinsik, kepuasan kerja, dan kinerja karyawan pada sektor perbankan. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada responden dengan menggunakan skala Likert lima poin. Data yang diperoleh kemudian dianalisis menggunakan metode Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa keadilan organisasi berpengaruh positif dan signifikan terhadap motivasi ekstrinsik, motivasi intrinsik, serta kepuasan kerja karyawan. Selain itu, motivasi ekstrinsik dan motivasi intrinsik juga terbukti memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Selanjutnya, kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan. Temuan ini menegaskan bahwa penerapan keadilan organisasi yang baik berperan penting dalam meningkatkan motivasi, kepuasan kerja, serta kinerja karyawan, khususnya di lingkungan perbankan yang menuntut profesionalisme dan kinerja tinggi.

INTRODUCTION

The development of customer experience has become a major focus in the marketing world because customers now not only judge services based on functional aspects alone, but also based on how they feel about the emotional experience while using the service (More 2023). Emotional value is a reflection of the positive feelings that arise when customers feel appreciated, connected, or calm during interactions with service providers (Cayla dan Auriacombe 2025). Literature shows that emotional value contributes significantly to customer satisfaction because emotional experiences are often more inherent in the minds of consumers than just rational service attributes (Ladhari, 2009; Ryu & Han, 2009). In this regard, the concept of corporate image also receives great attention because the image of a company is formed from the perception, trust, and association that customers have towards the company, which then influences their loyal behavior (Martínez & Rodríguez, 2016; Anwar et al., 2019).

Service industries such as restaurants, customer emotional experiences and company image become very important because these two factors can be strong competitive differentiators. Customer satisfaction is a key indicator that connects the perception of emotional experience and company image with customer loyalty, which is repetitive behavior such as repeat visits or recommendations to others. Previous research has found that high satisfaction is consistently correlated with customer loyalty (Tu & Chang, 2012; Fitriani et al., 2023). However, the relationship between emotional value, corporate image, customer satisfaction, and customer loyalty still requires a deeper understanding, especially about how these elements affect each other simultaneously in the context of restaurant business.

Emotional value plays an important role in influencing customer perception of services. When customers feel that the service experience not only meets functional expectations but is also emotionally satisfying, their satisfaction levels tend to increase significantly. Ladhari (2009) notes that a positive emotional experience contributes to increased customer satisfaction, which further strengthens the customer's intention to return to using the service in the future. Ryu and Han (2009) also show that elements such as the restaurant's atmosphere, staff friendliness, and warm interactions create strong emotional attachments, which have a direct impact on the customer's overall perception of service.

Corporate image has a strategic function in building long-term relationships with customers (Le 2023). Positive perceptions of the company increase customer trust,

strengthen loyalty, and contribute to competitive advantage. Martínez and Rodríguez (2016) explain that corporate image consists of functional and emotional aspects that directly and indirectly affect customer loyalty. Anwar et al. (2019) emphasized that a strong corporate image can increase brand awareness, customer satisfaction, and ultimately customer loyalty. Rizqiyah and Surianto (2024) also added that a positive perception of a company's image is closely related to increasing customer loyalty in the context of the service business, so the study of corporate image is relevant in an effort to understand customer loyalty holistically. Although there are many studies on the relationship between emotional value and satisfaction and customer satisfaction, most studies still look at these variables separately without considering the role of moderation of customer satisfaction and corporate image simultaneously (Boakye et al. 2023). Previous research, for example, has focused on the direct influence of emotional value on loyalty or corporate image on satisfaction, without explicitly examining how corporate image can affect the strength of relationships between these variables (Ndayisenga dan Tomoliyus, 2019; Martínez dan Rodríguez, 2016). This gap indicates the need to explore more complex and realistic relationship models in the context of services, particularly in the restaurant industry.

The research model proposed in this study tries to bridge the gap by examining the role of customer satisfaction as a moderator that strengthens the relationship between emotional value and customer loyalty, as well as evaluating the role of corporate image as a moderator in the other two relationships between customer satisfaction and customer loyalty as well as between emotional value and customer satisfaction. By including customer satisfaction not only as a mediator, but also as a relationship strengthener, this model can more clearly illustrate how customers' emotional experiences contribute to loyalty in the context of their perception of perceived satisfaction. This approach is based on the assumption that customer satisfaction levels are not only the result of a good experience, but also as a factor that can reinforce the impact of emotional value on loyalty. In addition, corporate image is assumed to strengthen the relationship between emotional value and customer satisfaction as well as between customer satisfaction and customer loyalty because the company's image reflects the overall image of the brand in the minds of customers.

This research is focused on restaurant customers in Kendari City, which is one of the cities with significant economic growth in the eastern region of Indonesia. In recent years, the city's culinary sector has experienced rapid development, marked by the

emergence of various restaurants that offer different services and concepts. Increasingly fierce competition encourages businesses to not only rely on product quality, but also pay attention to aspects of customer emotional experience and build a strong and consistent corporate image. Services that are able to create an emotional connection with customers are an important competitive advantage, especially in service business environments such as restaurants. The interaction between customers and service providers in Kendari also has its own characteristics, ranging from local tastes, service styles, to customer expectations that continue to change over time. This condition is a relevant context to examine in depth how emotional value, customer satisfaction, and corporate image interact with each other and contribute to the formation of customer loyalty in a real and dynamic business environment

This study aims to analyze the influence of emotional value on customer satisfaction and customer loyalty and evaluate the role of customer satisfaction as a moderator variable in the relationship between emotional value and customer loyalty. In addition, this study also aims to examine the influence of corporate image on customer satisfaction and customer loyalty, as well as assess the role of corporate image moderation in strengthening the relationship between emotional value to customer satisfaction and between customer satisfaction and customer loyalty. The expected contribution of this study is to provide a more comprehensive understanding both conceptually and empirically about the mechanism of the relationship between these variables, especially in the context of the restaurant industry. The findings of this study are expected to serve as a practical foundation for business actors to design strategies that not only increase customer satisfaction, but also strengthen loyalty through the creation of meaningful emotional value and a positive and trusted company image.

METHOD

This study uses a quantitative approach with a survey method to collect data from respondents using a five-point Likert scale, which measures the level of approval of statements related to research variables. The number of samples in this study was 320 respondents, which were selected considering the adequacy for structural model analysis. The data analysis technique used is Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is suitable for testing relationships between latent variables and managing data with non-normal distributions. Data processing was carried out with the help of SmartPLS software, which allowed researchers to test construct validity,

reliability, as well as test the direct, indirect, and moderation influences between variables in the research model.

RESULTS AND DISCUSSION

Results

Table 1. Measurement items and Constructs

Variables	Item	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Corporate Image	M_1	0,933	0,953	0,959	0,842
	M_2	0,909			
	M_3	0,931			
	M_4	0,886			
	M_5	0,927			
Emotional Value	X_1	0,942	0,961	0,961	0,865
	X_2	0,935			
	X_3	0,915			
	X_4	0,933			
	X_5	0,925			
Customer Loyalty	Y_1	0,934	0,965	0,966	0,876
	Y_2	0,931			
	Y_3	0,914			
	Y_4	0,952			
	Y_5	0,948			
Customer Satisfaction	Z_1	0,925	0,968	0,969	0,885
	Z_2	0,944			
	Z_3	0,955			
	Z_4	0,933			
	Z_5	0,946			

Table 1 presents measurement items and constructs consisting of four main variables: Corporate Image, Emotional Value, Customer Loyalty, and Customer Satisfaction. Each variable showed a high loading factor value (above 0.88), which indicates that the validity of the indicator against its construct is very strong. Cronbach's alpha values range from 0.953 to 0.968 and Composite Reliability (CR) values range from 0.959 to 0.969, indicating the excellent internal consistency of each construct. In addition, the Average Variance Extracted (AVE) value of all variables above 0.84, indicates that more than 84 % of the indicator's variance is explained by the construct in question, thus meeting the criteria of convergent validity. Overall, all constructs in the table show excellent reliability and validity for use in advanced analysis.

Table 2. HTMT result

	1	2	3	4
Corporate _Image (1)				
Customer _Loyalty (2)	0,306			
Customer _Satisfaction (3)	0,418	0,815		
Emotional Value (4)	0,413	0,748	0,827	

Table 2 shows the results of the Heterotrait-Monotrait Ratio (HTMT) analysis used to assess the validity of discrimination between constructs in the research model, namely *Corporate Image*, *Customer Loyalty*, *Customer Satisfaction*, and *Emotional Value*. Based on the HTMT results, all the values of the ratio between constructs were below the recommended threshold, which was 0.90 (or 0.85 for more stringent criteria), which indicates that each construct had adequate discriminant validity.

The highest HTMT value was recorded between *Customer Satisfaction* and *Emotional Value* of 0.827, which is still within acceptable limits. In addition, the correlation between *Corporate Image* and other constructs showed lower values, namely 0.306 with *Customer Loyalty*, 0.418 with *Customer Satisfaction*, and 0.413 with *Emotional Value*, reinforcing the evidence that *Corporate Image* is a stand-alone construct and has no significant overlap with other constructs. Overall, these results support that each variable in the model has a unique identity and does not obscure each other, so that the structural model can be further analyzed with confidence in the validity of its constructs.

Table 3. R Square and Q2

	R-square	Q^2predict
Customer _Loyalty	0,662	0,505
Customer Satisfaction	0,651	0,634

Table 3 shows the R-square and Q^2 predict values for the Customer Loyalty and Customer Satisfaction variables, illustrating the predictive power and explanatory ability of the model against the endogenous variables. The R-square values of 0.662 for Customer Loyalty and 0.651 for Customer Satisfaction indicate that approximately 66.2 % and 65.1% of the variance of each variable can be explained by independent constructs in the model, which fall into the strong category. Meanwhile, the Q^2 predict values of 0.505 and 0.634, respectively, indicate that the model is not only capable of explaining, but also has good predictive capabilities.

A Q^2 value above zero, especially if it exceeds 0.5, indicates substantial predictive quality. Thus, this model shows good performance both in terms of explanation of variance and predictive ability, making it suitable for further analysis.

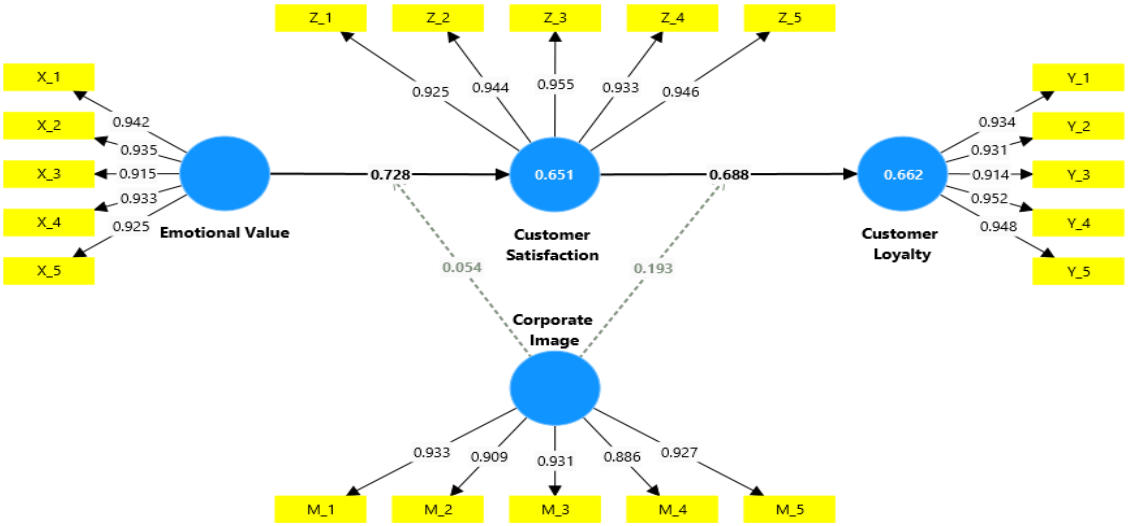

Fig. Structural Model

Table 4. Hypotheses relationship testing

	Original sample	P values
Corporate _Image -> Customer _Loyalty	0,083	0,110
Corporate _Image -> Customer _Satisfaction	0,133	0,045
Customer _Satisfaction -> Customer _Loyalty	0,688	0,000
Emotional Value -> Customer _Satisfaction	0,728	0,000
Corporate _Image x Customer _Satisfaction -> Customer _Loyalty	0,193	0,000
Corporate _Image x Emotional Value -> Customer _Satisfaction	0,054	0,267
Emotional Value -> Customer _Satisfaction -> Customer _Loyalty	0,501	0,000
Corporate _Image x Emotional Value -> Customer _Satisfaction -> Customer _Loyalty	0,037	0,266
Corporate _Image -> Customer _Satisfaction -> Customer _Loyalty	0,092	0,051

Based on the results of the test of the relationship between hypotheses shown in Table 4, there are several important findings that need to be considered in the context of this research model. First, the direct relationship between Corporate Image and Customer Loyalty showed an original sample value of 0.083 with a p-value of 0.110, which was not statistically significant ($p > 0.05$). On the other hand, the relationship between Corporate Image and Customer Satisfaction is significant with a coefficient value of 0.133 and a p-value of 0.045, indicating that the company's image has a direct positive influence on customer satisfaction.

Furthermore, Customer Satisfaction has a very strong and significant influence on Customer Loyalty with a coefficient of 0.688 and a p-value of 0.000. Similarly, Emotional Value had a significant effect on Customer Satisfaction ($\beta = 0.728$; $p = 0.000$), suggesting that emotional value plays an important role in shaping customer satisfaction. The interaction test also showed that the interaction between Corporate Image and

Customer Satisfaction significantly affected Customer Loyalty (β = 0.193; p = 0.000), indicating a positive moderation effect.

However, not all interactions show significant results. The interaction between Corporate Image and Emotional Value on Customer Satisfaction (β = 0.054; p = 0.267), as well as the multi-level mediation effect of Corporate Image x Emotional Value through Customer Satisfaction on Customer Loyalty (β = 0.037; p = 0.266) were both insignificant. On the other hand, the mediating effect of Emotional Value through Customer Satisfaction on Customer Loyalty was significant (β = 0.501; p = 0.000), reinforcing the role of customer satisfaction as a mediator in the relationship. The effect of Corporate Image mediation through Customer Satisfaction to Customer Loyalty was close to significant (β = 0.092; p = 0.051), indicating a tendency for mediation, although not at a significance level of 5%. Overall, these findings show that Customer Satisfaction plays a central role as a mediator in building Customer Loyalty, and Emotional Value is a key driver in increasing customer satisfaction. Corporate image is also important, although it is stronger through indirect channels than direct influences on loyalty

Discussion

The results of this study show that corporate image does not directly affect customer loyalty significantly, but affects through customer satisfaction. This is in line with the findings of Tu and Chang (2012), who stated that company image plays an important role in creating customer satisfaction, which ultimately contributes to loyalty. Roy and Shekhar (2010) also emphasized that reputation and positive perception of the company are more effective in forming loyalty when accompanied by a satisfactory customer experience. In other words, corporate image serves as an emotional and cognitive foundation that encourages the formation of loyalty through satisfaction.

Furthermore, the results of this study confirm that customer satisfaction is the main determining factor in the formation of customer loyalty. These findings corroborate the results of previous research that showed that satisfaction arising from positive interactions with companies will increase the tendency of customers to remain loyal (Fahima et al 2023), make repeat purchases, and recommend brands to others. Therefore, creating a consistent and satisfying customer experience is a key strategy in maintaining long-term loyalty.

This study also found that emotional value plays a big role in shaping customer satisfaction. These results support the argument of Ladhari (2009), who states that emotional aspects of customer interactions, such as feelings of being valued and

comfortable, contribute greatly to satisfaction. Ko et al. (2021) added that customers' emotional engagement during service interactions has a significant impact on their perception of value and satisfaction. Therefore, companies need to focus not only on functional quality, but also on creating positive emotional experiences.

In terms of moderation, this study shows that corporate image strengthens the relationship between customer satisfaction and customer loyalty. These results are in line with the study of Telagawathi et al. (2019) which showed that a strong company image can magnify the influence of satisfaction on customer loyalty. Bidin et al. (2014) also support this view by stating that customers who are satisfied and have a positive perception of the company tend to show higher loyalty. Thus, corporate image is not only important as an independent factor, but also as an element that strengthens the relationship between other variables

However, the interaction between corporate image and emotional value did not show a significant effect on customer satisfaction, which differed from some previous findings. Although Ashrafpour et al. (2021) stated that a positive company image can amplify the impact of emotional values on satisfaction, the results of this study suggest that the relationship may be influenced by other contextual factors such as culture, industry type, or customer engagement levels. Therefore, further research is needed to delve deeper into the conditions that can more effectively moderate this relationship.

This study concludes that emotional value and customer satisfaction are the two main factors that significantly affect customer loyalty. Corporate image has not been shown to have a direct influence on loyalty, but it contributes indirectly through increased customer satisfaction. In addition, customer satisfaction has been shown to moderate the relationship between emotional value and customer loyalty, reinforcing the role of satisfaction as an important link between emotional experience and loyal behavior. These results emphasize that loyalty is not only formed from the perception of company image, but is also influenced by affective and evaluative service experiences.

This study has limitations in scope that is limited to restaurant customers in one city, so the generalization of results needs to be done carefully. The use of quantitative approaches also limits the deepening of the subjective meaning of the customer experience. The practical implications of this study point to the importance of managing services that are able to create emotional value and satisfaction consistently in order to drive loyalty. For further research, it is recommended to test this model on different

service sectors or in a wider scope, as well as consider qualitative or mixed approaches to explore the dimensions of customer experience in more depth.

CONCLUSION

Based on the results of the analysis of the relationship between variables, this study concludes that customer satisfaction plays a central role in shaping customer loyalty, while emotional value is the main driver in increasing customer satisfaction. Corporate image, while not directly affecting loyalty, plays an important role indirectly through customer satisfaction. In addition, findings regarding the interaction between corporate image and customer satisfaction that have a significant effect on loyalty confirm the importance of building a strong company image to strengthen the impact of satisfaction on loyalty. However, some other interactions, such as between corporate image and emotional value, did not show significant influences, indicating the need for further exploration of other variables that may play a role in this model.

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