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The Relationship Between Business Ethics and Distribution Channels in Efforts to Increase Sales Volume at CV Aneka Jaya

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ABSTRACT

This study aims to examine the implementation of business ethics and the effectiveness of distribution channels in influencing sales volume at CV Aneka Jaya Malang. The study was motivated by a decline in sales volume from 90% in 2023 to 80% in 2024 and 70% in 2025, despite the company's consistent application of ethical business practices and its established relationships with business partners. This study employed a descriptive qualitative approach using a single case study design. Data were collected through structured interviews, direct non-participant observation, and documentation involving the company's President Director, Operations Manager, and representatives of three partner stores. Data validity was ensured through source triangulation, technique triangulation, and member checking. The findings indicate that business ethics, particularly honesty, transparency, fair pricing, product responsibility, effective complaint handling, and integrity in partnership relationships, contribute significantly to maintaining partner trust, customer loyalty, and purchase intentions. However, ethical practices alone were insufficient to sustain sales volume when distribution operations encountered technical constraints. The study found that aging delivery vehicles, traffic congestion, extreme weather, and delivery delays frequently caused product shortages at partner stores, resulting in missed sales opportunities. Meanwhile, the company's centralized distribution system, inventory control, FIFO stock rotation, minimum stock thresholds, and the use of Transportation Management System (TMS) and GPS technologies supported product availability and distribution efficiency. The study concludes that business ethics and distribution channels play complementary roles in sustaining sales performance. Business ethics create trust and purchase intentions, while reliable distribution converts these intentions into actual transactions. Therefore, improving fleet reliability and digital inventory management is essential for restoring and strengthening sales volume sustainability.

Keywords: Business Ethics, Distribution Channels, Sales Volume, Customer Loyalty, Case Study

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1. INTRODUCTION

CV Aneka Jaya Malang operates in a highly competitive accessory distribution business in which sales performance depends not only on customer trust but also on the availability and timely delivery of products to partner stores. The company experienced substantial sales growth, reaching 90% in 2023 after increasing from 70% in 2020. However, this positive trend was subsequently reversed, with sales volume declining to 80% in 2024 and 70% in 2025. This decline represents a significant business problem because it occurred despite the company's continued commitment to ethical business practices, including transparency in product information, standardized and fair pricing, product warranties, responsible complaint handling, and maintaining good relationships with business partners.

The decline therefore raises an important managerial question: why did sales decrease when the company continued to maintain ethical practices that had previously contributed to customer and partner loyalty? The findings suggest that ethical practices remained effective in maintaining trust and purchase intentions, but trust alone was insufficient to generate actual transactions when products were unavailable. Rising raw material costs also forced the company to gradually increase selling prices, making end consumers more price-sensitive. Partners reported that consumers continued purchasing but reduced their purchase quantities or shifted to smaller package sizes to maintain their spending levels.

At the operational level, the more critical problem was the reliability of the distribution system. Although CV Aneka Jaya used a centralized warehouse, scheduled deliveries, inventory thresholds, and TMS/GPS technology, an aging delivery fleet, traffic congestion, vehicle breakdowns, and extreme weather disrupted deliveries. These problems resulted in stock shortages at partner stores, meaning that customers who were willing to purchase could not always find the products they wanted. Consequently, potential purchase intentions were not converted into actual sales.

Thus, the central business problem is not a failure of business ethics or a loss of market confidence, but a disconnect between customer trust and the company's operational ability to fulfill demand. Business ethics function as a foundation for maintaining trust, loyalty, and purchase intentions, whereas distribution channels determine whether that intention can be realized through product availability. The study therefore needs to examine how ethical business practices and distribution effectiveness interact in explaining the decline in sales volume at CV Aneka Jaya. This business context strengthens the rationale for investigating the two factors simultaneously rather than treating business ethics as the sole explanation for sales performance. The study itself identifies this integration as an important research gap, particularly in the Indonesian SME and accessory distribution context.

Amidst increasingly intense business competition, sales volume serves as a key indicator for measuring a company's operational success and strategic competitiveness Putri et al., (2022). The factors influencing sales volume stability are diverse and interconnected, encompassing elements such as the application of business ethics and the effectiveness of distribution channels in ensuring product availability Wardana et al., (2023). Theoretically, business ethics exert a strong causal influence on increasing sales volume; the application of moral values such as honesty, fair pricing, and responsibility for product quality minimizes consumer risk perception, thereby fostering a high level of trust. This trust acts as an anchor for market loyalty, directly stimulating repeat purchase intentions and ultimately leading to both the stability and growth of sales volume.
This phenomenon is highly relevant to the operations of CV Aneka Jaya, a Malang-based supplier of various accessories that relies heavily on the smooth functioning of its distribution network to partner stores. Historical data reveals significant fluctuations in

sales volume; figures rose substantially from 70% in 2020 to a peak of 90% in 2023. However, this momentum was short-lived, as sales subsequently declined to 80% in 2024 and 70% the following year. Interestingly, this drop in sales volume occurred despite the company's consistent application of ethical practices that had previously succeeded in maintaining partner loyalty. In the context of actual business operations, this anomaly a decline in turnover was not caused by a loss of market confidence but rather by external economic dynamics and operational-technical hurdles. Rising raw material costs necessitated selling price adjustments, which temporarily dampened consumer purchasing power. Furthermore, the supply chain faced tangible logistical challenges such as an aging delivery fleet and extreme weather disruptions leading to frequent stockouts at partner stores and resulting in lost daily sales opportunities for the company.

This situation demonstrates that a company's ethical reputation fails to generate maximum revenue if products arrive late or are unavailable on store shelves due to distribution bottlenecks. Business ethics play a crucial role in sustaining consumer purchase intentions, whereas distribution channels perform a vital execution function by ensuring those intentions are converted into actual transactions in real-time Wahyudi et al., (2023). A review of existing literature reveals that prior studies have generally examined the impact of business ethics or distribution channel effectiveness in isolation. There is a scarcity of research exploring the simultaneous influence of these two variables on sales volume, particularly studies focusing on the accessory distribution industry or the Small and Medium-sized Enterprise (SME) sector in Indonesia. Consequently, this study aims to bridge this research gap by conducting an in-depth analysis of the implementation of business ethics and the effectiveness of distribution channels, as well as how they integrate to restore and boost sales volume at CV Aneka Jaya Aldila et al., (2024).

2. LITERATURE REVIEW

Stakeholder Theory

Stakeholder theory posits that a company's performance and sustainability are significantly influenced by various parties beyond just shareholders including customers, suppliers, employees, and the community Zain et al., (2021). To ensure long-term survival, companies are required to consider the well-being and rights of all these stakeholders in their decision-making processes.

Legitimacy Theory posits that a company's continued existence and success depend on its ability to operate in accordance with the values, norms, and expectations of the society in which it operates. Companies are expected to demonstrate responsible and ethical behavior to maintain social acceptance and avoid a legitimacy gap. By implementing ethical business practices, companies can strengthen their reputation, demonstrate accountability, and gain greater acceptance from customers and other stakeholders. Therefore, maintaining legitimacy through responsible business practices can support long-term organizational survival and performance (Velte, 2022).

Social Exchange Theory suggests that relationships between companies and their stakeholders develop through reciprocal exchanges of benefits, trust, and support. When companies demonstrate ethical and socially responsible behavior, stakeholders are more likely to respond positively through increased trust, satisfaction, loyalty, and supportive behavior. In the context of business relationships, ethical practices can therefore create mutual value by strengthening stakeholder relationships and encouraging continued support for the company. This reciprocal relationship can ultimately contribute to improved corporate reputation, customer loyalty, and sustainable business performance (Islam et al., 2021).

Business Ethics

Business ethics serve as a guide encompassing moral principles and values such as transparency, honesty, fairness, and responsibility that companies employ in their operations Hamid et al., (2025). Consistent ethical business practices have proven effective in fostering a sense of security and enhancing customer loyalty, while also directly and positively impacting long-term sales growth Roni, (2022).

Theoretically, the relationship between business ethics and sales volume should not be understood as a simple direct effect. Rather, business ethics influence sales performance through a sequential causal mechanism involving perceived ethicality, reduction of perceived transaction risk, customer trust, purchase intention, customer loyalty, and repeat purchasing behavior. Ethical practices such as honesty in product information, transparent pricing, product responsibility, fair treatment, and responsive complaint handling provide observable signals that the company is reliable and will protect the interests of its customers and business partners. These signals reduce uncertainty regarding product quality, price fairness, and post-purchase risk, thereby increasing customers' confidence in conducting transactions with the company.

This mechanism is consistent with stakeholder theory and social exchange theory. From the stakeholder perspective, ethical treatment of customers and business partners strengthens the quality of relationships between the firm and its stakeholders because the company demonstrates that stakeholder interests are incorporated into its business decisions. From the social exchange perspective, consistent fairness and reliability create reciprocal expectations: when customers perceive that a company acts honestly and responsibly, they are more willing to maintain the relationship, continue purchasing, and reciprocate through loyalty and repeat transactions.

Recent empirical evidence supports this mechanism. A meta-analysis of 31 peer-reviewed studies found that perceived brand ethicality is positively associated with brand trust, brand loyalty, and purchase intention, indicating that ethicality operates through consumer–brand relationship mechanisms rather than merely through a direct sales effect (Geetha et al., 2024). Similarly, Zahira et al. (2023) found that perceived ethicality positively affects purchase intention and that brand trust partially mediates this relationship.

In the context of CV Aneka Jaya, this mechanism is evident in the company's implementation of transparent product information, standardized pricing, product warranties, complaint resolution, and responsible relationships with business partners. These practices can strengthen partner and customer confidence and reduce the likelihood of switching to competing suppliers. The empirical findings support this interpretation because partner stores reported that transparent pricing and product information reduced complaints and encouraged repeat purchases. Therefore, business ethics function as a relational and behavioral mechanism that protects customer trust and purchase intention, thereby creating the potential for stable sales volume.

However, the theoretical relationship should not be interpreted as deterministic. Ethical practices can generate purchase intention and loyalty, but these intentions must be converted into actual transactions through product availability, appropriate pricing, and reliable distribution. This distinction is particularly important in the case of CV Aneka Jaya. The study found that the decline in sales was not primarily attributable to deteriorating trust or unethical business practices; instead, rising raw material costs, price sensitivity, vehicle problems, adverse weather, and stock shortages constrained the conversion of customer demand into actual purchases. Thus, business ethics establish the relational foundation for demand, whereas distribution capability determines whether that demand can be fulfilled. This explains why strong ethical practices may preserve customer loyalty while sales volume nevertheless declines when products are unavailable at the point of purchase.

Distribution Channel

A distribution channel is a structured route or system used to move physical products from the manufacturer to the end consumer, whether directly or through intermediary agents Anisa & Adnan, (2021). Selecting and managing efficient distribution channels accelerates the flow of goods, ensures product availability, and minimizes the loss of daily sales opportunities in the market Muh. Arif & Andi Sismar, (2024).

Transaction Cost Theory posits that companies choose and manage distribution channels based on their ability to minimize the costs and risks associated with economic transactions. These costs may include the costs of searching for distribution partners, negotiating agreements, monitoring performance, coordinating activities, and controlling opportunistic behavior. Therefore, companies tend to select distribution structures that provide an efficient balance between control, flexibility, and transaction costs. An effective distribution channel can reduce operational inefficiencies, improve coordination between producers and intermediaries, and ultimately enhance channel performance and business outcomes (Cuypers et al., 2021).

Commitment-Trust Theory of Relationship Marketing posits that successful relationships between companies and distribution channel members depend primarily on trust and commitment. In distribution channels, manufacturers, distributors, wholesalers, and retailers need to establish mutually beneficial relationships to ensure effective coordination, information sharing, and continuity of business activities. When channel members develop trust and commitment, they are more willing to cooperate, share information, resolve conflicts, and pursue common objectives. Therefore, strong relational commitment and trust can improve channel coordination, strengthen long-term partnerships, and contribute to better distribution channel performance (Morgan & Hunt, 1994; Gadde, 2021).

Sales Volume

Sales volume is a metric representing the quantity of products successfully sold by a business entity within a specific period. It serves as a definitive indicator of a company's success in meeting consumer demand and converting marketing strategies into financial profit Putri et al., (2022).

Theory of Planned Behavior (TPB) posits that an individual's behavioral intention is influenced by attitudes toward the behavior, subjective norms, and perceived behavioral control. In the context of purchasing decisions, consumers who have a positive attitude toward a product, receive supportive social influences, and perceive that purchasing the product is easy and accessible are more likely to develop stronger purchase intentions and engage in actual buying behavior. Increased purchase intentions and buying behavior can subsequently contribute to higher sales volume. Therefore, factors such as product availability, distribution channels, promotional activities, and perceived convenience can influence consumer behavior and ultimately increase a company's sales volume (Ajzen, 2020; Ikbal et al., 2021).

Stimulus–Organism–Response (S-O-R) Theory posits that external environmental stimuli influence an individual's internal psychological state, which subsequently leads to a behavioral response. In the context of sales, marketing stimuli such as product availability, distribution channels, promotions, price, and information can influence consumers' perceptions, emotions, and evaluations of a product. These internal responses may encourage consumers to make purchasing decisions, resulting in increased purchase behavior and sales volume. Therefore, companies can increase sales volume by providing appropriate marketing stimuli that create favorable consumer responses and facilitate purchasing decisions (Mehrabian & Russell, 1974; Das et al., 2021).

Conceptual Framework

The conceptual framework of this study positions distribution channels and business ethics as two primary instruments that culminate in the achievement of sales volume Wahyudi et al., (2023). Business ethics serve to enhance trust and strengthen sustained purchase intentions, while distribution channels function to efficiently ensure product availability for consumers.

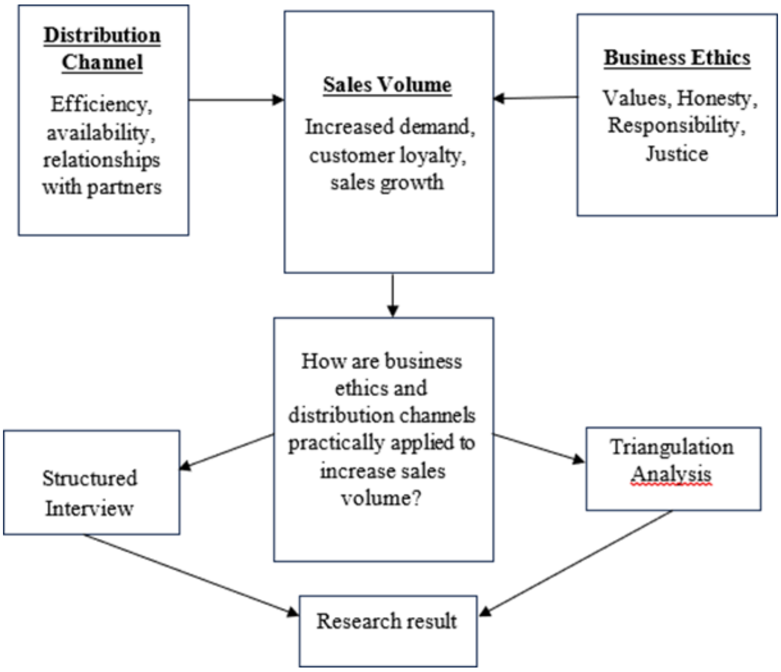

Figure 1. Framework of Thinking

3. METHODOLOGY

Research Design and Justification for the Case Study

This study employs a descriptive qualitative approach with a single case study design. A qualitative approach was selected because the research aims to explore the complex phenomenon of how the application of business ethics and the effectiveness of distribution channels interact to influence sales volume within a real-world context. The use of a case study design at CV Aneka Jaya is based on several key methodological justifications:

1. Unique Phenomenal Context: CV Aneka Jaya is experiencing an operational anomaly in which sales volume has declined, despite the company consistently upholding business ethics. The case study design enables the researcher to investigate this phenomenon in a contextual and holistic manner, without separating it from its actual business environment.
2. Process-based Research Questions ("How" and "Why"): The focus of this research is to understand how ethical practices and distribution channel constraints operate concurrently, and why technical logistics factors can disrupt the positive impact of a company's ethical reputation. A case study design is the most appropriate approach for addressing questions of this type.
3. Integration of Multi-Source Data: Case studies provide a flexible framework for collecting and comparing data from various sources such as interviews, operational observations, and internal documents to obtain a comprehensive picture.

Participant Selection and Criteria

Participants in this study were selected using purposive sampling a technique involving the deliberate selection of informants based on their criteria and capacity to provide rich, relevant, and in-depth information regarding the research focus. The participants were divided into two main groups:

1. Company Internal Informant:
   a) President Director of CV Aneka Jaya: Selected due to holding the highest authority in determining the company's business ethics policies, pricing strategies, and partner negotiations, as well as managing the impact of rising raw material costs.
   b) Operations Manager: Selected due to direct responsibility for overseeing the supply chain workflow, warehouse management, delivery fleet scheduling, product packaging, and the resolution of daily logistical issues.

2. External Informants (Partner Stores / Retail Distributors):
   a) Three representatives either owners or managers of partner stores in the Malang City area that display CV Aneka Jaya's accessory products.
   b) Partner Store Criteria: Has maintained an active business partnership with CV Aneka Jaya for a minimum of two (2) consecutive years, and represents a variety of sales scales and geographic locations (e.g., shops in major commercial hubs, suburban areas, and partners with high vs. moderate order volumes) to gain diverse perspectives on ethical consistency and product delivery reliability.

Data Collection Technique

Data collection was carried out systematically using three main techniques:

1. Structured Interview: Interviews were conducted using a flexible interview guide. This technique allowed the researcher the freedom to delve deeper into the informants' responses. The interview focused on perceptions regarding the application of ethics (pricing honesty, product quality, complaint handling) and distribution effectiveness (timeliness, stock availability, and the condition of goods).
2. Direct Non-Participant Observation: The researcher directly observed daily operational processes at CV Aneka Jaya, including the sorting flow, packaging process, loading of goods onto delivery vehicles, and the physical condition of the transport fleet. This observation aimed to verify firsthand the technical logistics issues occurring in the field.
3. Document Analysis: Secondary data were collected by reviewing official company documents, including stock turnover reports, monthly sales recapitulation records (2020–2025), cooperation agreements (MOUs) with partner stores, and delivery records or delivery notes.

Data Validity Testing

To ensure the credibility, transferability, and validity of the findings of this qualitative research, the researcher employed the following strategies:

1. Data Source Triangulation: Comparing and cross-referencing information

obtained from the President Director, the Operations Manager, and three partner stores to ensure the absence of bias from any single party.

2. Data Collection Technique Triangulation: Verifying the consistency between interview data, field observations, and official documentation regarding sales and logistics.
3. Member Checking: The researcher presents summaries of interview transcripts and drafts of key interpretations back to key informants (the President Director, the Operations Manager, and partner representatives) to confirm that the written narrative accurately reflects the facts and intentions conveyed by the informants.

4. RESULTS

Implementation of Business Ethics at CV Aneka Jaya

The application of business ethics at CV Aneka Jaya is analyzed through several key indicators, including honesty, product responsibility, price fairness, employee communication ethics, and commitment to complaint handling and partnership relations.

1. Honesty and Transparency Regarding Product Information
   Interview findings indicate that the value of honesty has been internalized as a fundamental pillar of the company's operations, extending from headquarters down to retail partners. Management emphasizes that transparency regarding information is a non-negotiable principle. As stated by the President Director (Owner) of CV Aneka Jaya, "Honesty has been our core value since our inception." This statement is reinforced by the Operations Manager, who explains the practical manifestation of this value: "It is demonstrated through transparent operational data reporting."
   Externally, retail partners confirm that this transparency is consistently upheld in day-to-day service. Retail Partner 2 and Retail Partner 3 stated: "Honesty is a key part of the company's ethics, and we remain open and transparent in all situations," and "We provide channels for consumers to report any information discrepancies whether via the call center number listed on the receipt or by reporting directly to our store staff."

2. Product Liability and Fair Pricing Policy
   The company demonstrates its sense of responsibility by providing quality assurances and compensation for products that fail to meet standards. The owner of CV Aneka Jaya stated that the company's commitment is to "deliver quality products and safeguard partners' rights." The Operations Manager added that the company provides "product warranties for customers and support for partners."
   Source triangulation confirms that these warranty guarantees are honored at the retail level without creating difficulties for partner stores. A representative from Partner Store 2 emphasized, "We are prepared to provide replacements for any goods or food items that are expired or unfit for use." Regarding fairness, the company implements a standardized selling price policy to prevent unfair competition among partners. The owner explained the policy directly: "Selling prices are standardized so that there are no price discrepancies between partners." Feedback from partners indicates that this transparent pricing approach provides business certainty across the entire distribution network. Partner Store 2 explained, "We provide service in accordance with Standard Operating Procedures (SOPs), and

prices are clearly displayed and uniform for everyone (transparent)."

3. Communication Ethics, Complaint Handling, and Partnership Integrity
   The attitude and communication ethics of sales staff are directly correlated with consumer comfort and the frequency of repeat purchases. The Operations Manager highlighted the negative consequences of neglecting communication ethics, noting, "Complaints often arise when cashiers fail to smile, which reduces sales revenue." Conversely, Store Partner 2 explained the positive impact of employing ethical greetings: "Gestures like greeting customers at the door or offering assistance in finding items make customers feel valued and comfortable, thereby encouraging repeat orders or return visits."
   Regarding the handling of customer complaints, the company has established standard procedures focused on problem resolution rather than defensiveness. The Owner emphasized the core principle: "Do not be defensive; always apologize and provide a solution." This principle is translated into operational guidelines as outlined by the Operations Manager and implemented by partners under the SOP: "Listen, Apologize, Resolve, and Compensate if necessary." "We require employees to listen without interrupting, show genuine concern, and avoid defensiveness (such as shifting blame back to the customer)." (Interview with Store Partner 1) "We provide compensation in accordance with procedures such as product returns or refunds without complicating the process, ensuring consumer rights are met immediately." (Interview with Store Partner 3). Ethical considerations also underpin the company's relationships with suppliers, where financial integrity is paramount. The Owner stated, "Invoice payments are always made on time." This policy was confirmed by Store Partner 1, who emphasized their shared commitment: "We are committed to adhering to agreed-upon payment terms to support their cash flow."

Distribution Flow and Inventory Control

1. Distribution Flow and Inventory Control
   The attitude and CV Aneka Jaya's distribution network centers on a main warehouse facility that supplies partner stores through a planned supply chain system. The owner explained that distribution flows "from the main warehouse, utilizing a dedicated fleet for deliveries." To maintain product availability and freshness at the retail level, the company employs inventory control measures based on stock rotation and strict delivery schedules. The Operations Manager elaborated: "Stock management is handled via fixed delivery schedules (e.g., 2–3 times a week). This allows stores to organize their workforce for unloading and shelf stocking."
   This system is supported by a minimum inventory threshold (re-order point) alert mechanism at the warehouse level, as described by Partner Store 1: "The company sets minimum stock thresholds at the central warehouse for each product type. When inventory levels hit this limit, the system automatically signals the procurement department to place a re-order with the supplier."

2. Utilization of Logistics Technology
   To support efficient goods movement, CV Aneka Jaya has adopted distribution monitoring and demand data analysis technologies. The company's owner and

operations manager explained, "We monitor the real-time location of our delivery fleet using TMS (Transportation Management System) and GPS technologies. These tools help determine the fastest routes to avoid traffic congestion, save fuel, and ensure accurate arrival times at partner stores."

3. Operational-Technical Constraints and the Threat of Lost Sales
Despite well-planned systems and technology adoption, qualitative findings reveal technical and operational obstacles in the field that frequently disrupt the smooth flow of distribution. The Operations Manager outlined the key determinants and primary challenges of the supply chain: "Vehicle condition and optimal route selection are crucial. Fleet issues or traffic congestion directly result in empty store shelves." "Traffic jams, bad weather, or vehicle breakdowns en route prevent goods from arriving on time." (Operations Manager Interview) These delivery delays caused by fleet issues and extreme weather are directly felt by partner stores and can potentially lead to failed transactions (lost sales). This point was succinctly and explicitly emphasized by Partner Store 2: "A delay of just one day can cause us to miss our weekly targets."

Sales Volume Dynamics and Intersections Between Variables

1. Sales Trends and Market Response to Innovation.
CV Aneka Jaya's sales performance reflects dynamics driven by a combination of product reliability, stock availability, and macroeconomic conditions. During periods of growth, increased sales volume was fueled by successful product innovation and consistent product availability on store shelves. The owner and operations manager identified the primary drivers of sales as "product innovation and maintaining customer trust," as well as "stock availability and smooth promotional execution."
2. The Impact of Rising Raw Material Prices on Consumer Sensitivity.
It has been confirmed that the decline in sales volume during the period in question was not caused by a loss of partner trust or a deterioration in business ethics, but rather by pressure from raw material costs that necessitated an adjustment to selling prices. Addressing the rise in production costs, the owner explained a strategy of gradual price adjustments: "If a price hike becomes unavoidable, we raise prices in stages to avoid causing shock."
Although the price increases were implemented gradually, interview data with store partners reveal a shift in behavior and price sensitivity among end consumers. Store Partner 1 described these changes in detail: "Customers tend to be more price-sensitive. They continue to shop, but purchase volumes have dropped, or they are switching to smaller package sizes to keep their spending the same."

3. The Synergy of Business Ethics and Distribution Efficiency on Sales Stability.
A comprehensive analysis reveals that business ethics and distribution channels play complementary and mutually reinforcing roles in maintaining sales volume. Distribution channels ensure the physical availability of products, while business ethics foster purchasing decisions and loyalty (preference and loyalty). The owner emphasizes the critical link between smooth distribution and sales performance: "No

goods mean no sales. Distribution is the lifeblood."

The combined impact of ethical compliance specifically transparency and timely payment and distribution channel efficiency is detailed by retail partners based on their operational evaluations: "Price transparency (matching shelf prices with checkout prices) and honesty regarding expiration dates have reduced customer complaints by 20–30%. Trusting customers are more likely to make repeat purchases without hesitation." (Retail Partner Interview 1) "Ethical, timely payments to suppliers ensure the company receives priority during market shortages. Consequently, our stores maintain stock levels while competitors face shortages." (Retail Partner Interview 2) "Rapid distribution ensures that fresh and food products enjoy a longer shelf life and superior quality. This has been shown to boost sales volume in the food category by 10–15%." (Retail Partner Interview 3).

Collectively, this qualitative evidence confirms that the company's ethical reputation successfully fosters market loyalty; however, the stability of sales volume remains heavily dependent on the operational reliability of distribution channels to prevent stockouts at the retail level.

5. DISCUSSION

The consistent application of business ethics by CV Aneka Jaya has proven to foster strong emotional bonds and a sense of security among its partners and customers Azizah & Cahyaningtyas, (2023). This collective trust strategically serves as a safety net when the company faces threats from economic fluctuations. In the face of price volatility specifically price hikes or an influx of low-cost products from competitors, this reputational equity successfully prevents customer churn and safeguards revenue from a drastic collapse. These findings corroborate earlier studies asserting that ethical responsibility and integrity are effective in building long-term loyalty Masni & Saleh, (2022).

Nevertheless, high purchase intent and established loyalty alone cannot sustain the sales targets set by Muh. Arif & Andi Sismar (2024). Distribution channels play a vital role as the final executors of the process. The company's decline in sales actually stemmed from technical logistical obstacles, such as fleet breakdowns or delays. Supply delays resulted in lost daily sales opportunities, as consumers abandoned their purchase intentions upon finding partner store shelves empty. These findings reinforce empirical evidence that efficiency and precision in distribution routing must work in synergy to ensure product availability, thereby maintaining stable sales momentum Zebua et al., (2024).

In terms of implementation, this study has limitations, namely a relatively short observation period and the absence of direct sentiment assessment regarding satisfaction among end-consumer buyers. Based on the evaluation, the strategic and practical implications of this research necessitate that company management invest in the gradual renewal of operational vehicle assets. Furthermore, transitioning inventory recording to a digital system is recommended to ensure accurate stock management, with the ultimate goal of preventing future lost sales.

6. CONCLUSION

The synergy between business ethics and the efficiency of distribution channels proves to be more than just a set of separate concepts; it is a vital collaboration that determines the stability and sales volume growth of CV Aneka Jaya. Business ethics manifested through honest product information, quality guarantees, and fair pricing serve as a highly effective foundation for fostering trust, curbing customer churn amidst price fluctuations, and securing customer purchase intent Masni & Saleh, (2022). Subsequently, the directly managed, centralized distribution system must be prepared to fulfill this purchase intent by ensuring an uninterrupted physical supply of goods to the market Muh. Arif & Andi Sismar, (2024). Evaluations indicate that the company can only multiply its revenue performance if constraints regarding logistics fleet adequacy are promptly addressed to prevent stockouts and maximize every available transaction opportunity Zebua et al., (2025).

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