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The Effect of Corporate Social Responsibility (CSR), Customer Trust, and Customer Satisfaction on Customer Loyalty at PT. Kiat Ananda Group Surabaya

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Abstrak. Program Corporate Social Responsibility (CSR) PT. Ananda Group's tips show a positive correlation between CSR initiatives and increased customer satisfaction and loyalty. By strengthening the emotional bond between customers and brands, companies can build a loyal customer base and drive long-term sales increases. This study aims to analyze the influence of CSR, customer trust, and customer satisfaction on customer loyalty at PT. Tips from Ananda Group Surabaya. This study uses a quantitative method with a random sampling technique and involves 100 respondents of PT. Tips from Ananda Group Surabaya. Primary data is collected through questionnaires to ensure the relevance and accuracy of the information. Data analysis was carried out using a statistical approach using SmartPLS 3.0 to test the proposed hypothesis. Through quantitative/statistical data analysis, this study seeks to test the proposed hypothesis and provide recommendations that can be used by PT. Ananda Group Surabaya's tips to increase their customer loyalty. The results of the study show that: (1) CSR has a positive and significant influence on customer loyalty, (2) customer trust has a positive and significant influence on customer loyalty, (3) customer satisfaction does not have a significant effect on customer loyalty. These findings provide recommendations for PT. Ananda Group Surabaya's tips for strengthening CSR programs and building customer trust to increase loyalty, while customer satisfaction needs to be evaluated more deeply to ensure its impact on long-term loyalty.

Keywords: Customer Loyalty, Corporate Social Responsibility (CSR) Customer Trust, Customer Satisfaction

INTRODUCTION

PT. Kiat Ananda Group stands out as a leading cold chain logistics provider in Indonesia, consistently innovating to enhance service quality and operational efficiency through the adoption of advanced temperature monitoring and logistics management technologies. With a vast distribution network and a modern fleet of refrigerated vehicles, the company effectively serves diverse industries such as food and beverages, pharmaceuticals, and agriculture, ensuring transparency, control, and reliability throughout the supply chain. Its strong commitment to quality, punctuality, and customer satisfaction, coupled with ongoing strategic partnerships and service expansion, positions PT. Kiat Ananda Group as a trusted logistics partner that not only supports industrial supply chains but also helps maintain the safety and quality of products delivered to consumers.

Corporate Social Responsibility (CSR) has become a vital component of contemporary business strategy, influenced by evolving expectations from consumers, investors, regulators,

and the wider community (Author, Year). CSR is no longer optional but essential for companies seeking sustainability, as consumers increasingly value ethical and responsible practices alongside product quality and pricing Marques Roque (2024:7). Investors incorporate environmental, social, and governance (ESG) criteria in their decisions, favoring firms with strong sustainability commitments due to perceived lower risks and better long-term prospects (Author, Year). Moreover, regulatory frameworks demand greater transparency in CSR efforts, while heightened public scrutiny via social media amplifies reputational risks for companies that fail to meet stakeholder expectations Nugroho et al., (2024:16).

Consumer awareness regarding social and environmental impacts has positioned CSR as a key market differentiator Yuliandhari and Wulandari (2024:485). Businesses that embed sustainability into their operations and marketing appeal to ethically conscious consumers who see their purchases as contributing to positive societal change (Author, Year). Investors are similarly attracted to companies with high ESG scores, which often enjoy improved access to capital and superior financial performance over time Desri Syuryatman et al. (2024:345). The community's ability to hold companies accountable through social media channels further pressures businesses to maintain responsible practices, as lapses can lead to boycotts, criticism, or legal challenges that threaten competitiveness and trust Reni Widiastuti (2024:613).

In addition to CSR, customer trust and satisfaction are fundamental to cultivating lasting loyalty, a critical driver of sustainable business growth (Author, Year). Trust develops when companies consistently ulfil promises and deliver quality products or services, while satisfaction arises from positive customer experiences across all interactions Reni Widiastuti (2024:613). Loyal customers generate recurring revenue through repeat purchases and serve as brand advocates, expanding market reach organically via word-of-mouth Reni Widiastuti (2024:613). Retaining loyal customers is more cost-effective than acquiring new ones, highlighting the importance of strategies such as responsive service, loyalty programs, and continuous innovation to enhance satisfaction and foster enduring customer relationships (Author, Year).

This study addresses the problem of how Corporate Social Responsibility (CSR), Customer Trust, and Customer Satisfaction implemented by PT. Ananda Group's tips influence customer loyalty. While previous research has shown mixed results—some indicating a direct impact of CSR on loyalty and others suggesting indirect effects through mediators like brand reputation and satisfaction—most studies have focused on banking and consumer products, leaving the logistics and cold chain sectors underexplored. Given the importance of customer trust in refrigerated logistics, where product quality depends on reliable service, it is crucial to understand how CSR affects trust and satisfaction, ultimately shaping loyalty in this industry. Additionally, the research gap concerning CSR implementation in developing countries like Indonesia, with unique cultural and regulatory contexts, highlights the need to investigate these relationships specifically at PT. Ananda Group Surabaya. This study aims to clarify the direct and indirect effects of CSR on customer loyalty through trust and satisfaction, offering valuable insights for enhancing business strategies in the logistics sector.

Several studies show that CSR has a significant direct impact on customer loyalty. For example, research by Zheng et al. (2022) found that strong CSR programs increase customer loyalty in the banking sector (Aslichah, 2024:8200). In contrast, other research indicates that CSR does not always have a direct impact on customer loyalty. Studies by Azhari and Soepartini (2024:1276) stating that CSR influences loyalty through the mediation of brand reputation and customer satisfaction, rather than directly. Research by Ahmudin & Ranto, (2023:165) shows

that customer satisfaction has a positive and significant effect on customer loyalty, especially in the context of traditional fashion products.

Most previous research on Corporate Social Responsibility (CSR) has concentrated on industries like banking and consumer products, with less attention given to sectors such as technology or digital services, and primarily conducted in developed countries, limiting its relevance to developing contexts like Indonesia. Motivated by these gaps, this study titled "The Influence of Corporate Social Responsibility (CSR), Customer Trust, and Customer Satisfaction on Customer Loyalty at PT. Tips of Ananda Group Surabaya" aims to analyze how CSR initiatives affect customer loyalty within the logistics sector. Focusing on both internal and external stakeholder perceptions, the research investigates whether CSR, trust, and satisfaction significantly influence loyalty, providing empirical insights for enhancing customer retention through strategic CSR, trust-building, and satisfaction improvement. The study contributes theoretically to corporate management literature in logistics and offers practical benefits by helping companies refine loyalty strategies and design impactful CSR policies aligned with stakeholder expectations, ultimately fostering sustainable customer loyalty.

RESEARCH METHODS

This research adopts a quantitative design, serving as a structured guide for planning and executing the study. Quantitative methods are employed because both the data collected and the results are numerical, enabling statistical analysis to test hypotheses. The research is classified as causal associative, focusing on identifying and analyzing the cause-and-effect relationships between variables—specifically, how changes in independent variables (such as Corporate Social Responsibility, Customer Trust, and Customer Satisfaction) impact the dependent variable (Customer Loyalty). This approach allows the researchers to systematically evaluate the effect of each independent variable and validate existing theoretical frameworks.

The study was conducted at PT Kiat Ananda Group Surabaya over a five-month period, targeting logistics customers whose exact population size was unknown. To ensure representativeness, a probability sampling technique—specifically, simple random sampling— was utilized, resulting in a sample size of 100 respondents, calculated using the Wibisono formula with a 95% confidence level and a 5% margin of error. Data collection relied on primary data obtained through questionnaires distributed via Google Forms, with responses measured on a 5-point Likert scale to ensure clarity and accuracy.

For analysis, the collected data was processed using Excel and SmartPLS 3, facilitating a structured examination of customer perceptions regarding CSR, trust, satisfaction, and loyalty. The questionnaire, as the main research instrument, was carefully designed to break down variables into measurable indicators, enhancing both the reliability and quantifiability of the data. The use of the Likert scale minimized respondent frustration and improved response quality, allowing the study to provide a comprehensive understanding of the factors influencing customer loyalty in the logistics sector.

RESULTS AND DISCUSSION
Overview of Research Objects and Description of Variables

PT Kiat Ananda Group is a leading cold supply chain logistics provider in Indonesia, established in 1996. Specializing in temperature-controlled logistics for industries like food and pharmaceuticals, the company has expanded its services nationwide. Since 2020, it has been part of KRS Group Japan, enhancing its operational and financial capabilities. With over

150,000 pallets of certified warehouse space (ISO 9001, ISO 22000, GDP, HALAL) and advanced monitoring systems, the company ensures product integrity from storage to delivery.

The company provides integrated cold chain solutions, Including warehousing, refrigerated land transportation (serving 300+ cities), and marine logistics with refrigerated containers. Its fleet and facilities utilize real-time temperature tracking to maintain product quality. PT Kiat Ananda Group also prioritizes sustainability, optimizing energy use and adopting digital logistics systems to improve efficiency and reduce environmental impact. Strategic partnerships further support its adaptive and sustainable supply chain operations.

The study involved 100 logistics customers of PT Kiat Ananda Group in Surabaya, surveyed via Google Forms. Gender distribution was nearly even (52% male, 48% female). Most respondents were aged 35+ (43%), followed by 29–34 years (26%). The majority were entrepreneurs (54%), with private employees comprising 38%. Notably, no civil servants participated, while 8% were state-owned enterprise employees.

Respondents' usage of the company's logistics services varied: 36% used services 10–20 times, 35% used them <5 times, while 15% were frequent users (>20 times). This data highlights the company's reliance on moderate-frequency clients, suggesting opportunities to enhance loyalty among occasional users. The findings provide insights into customer profiles and service engagement, aiding targeted improvements in customer retention strategies.

Description of Research Variable Statistics

Descriptive statistics play a role in reading respondents' answers to the variables of *Corporate Social Responsibility* (CSR) *Customer Trust* and *Customer Satisfaction* to *Customer Loyalty* at PT. Tips from Ananda Group Surabaya. From the results of the questionnaire distribution, data on research variables will be obtained so that it can be used to find the inclination of respondents' responses to each existing variable based on the average value of the calculation results in'SmartPLS version 3.2.9. Descriptive *statistical measurements* of these variables need to be carried out to see a general picture of the data such as the minimum, maximum, mean and standard deviation values of each variable. The following is a descriptive analysis of the results of data processing using 100 respondents. To find out the description of each variable, the mean formula is used as follows:

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Y.1	100	1	5	3.90	1.091
Y.2	100	1	5	4.04	1.029
Y.3	100	1	5	3.34	1.168
Y.4	100	1	5	4.08	0.945
Y.5	100	1	5	3.79	1.042
Y.6	100	1	5	3.71	1.089
X1.1	100	1	5	3.78	1.025
X1.2	100	1	5	3.49	1.196
X1.3	100	1	5	3.54	1.053
X1.4	100	1	5	3.44	1.177
X1.5	100	1	5	3.88	0.993
X1.6	100	1	5	3.84	0.967
X2.1	100	1	5	3.81	1.102
X2.2	100	1	5	3.86	1.010

	N	Minimum	Maximum	Mean	Std. Deviation
X2.3	100	1	5	3.92	0.945
X2.4	100	1	5	3.84	0.987
X2.5	100	1	5	3.79	1.032
X2.6	100	1	5	3.86	0.959
X2.7	100	1	5	3.82	0.973
X2.8	100	1	5	3.69	0.966
X3.1	100	1	5	3.69	1.055
X3.2	100	1	5	3.67	1.105
X3.3	100	1	5	3.86	1.086
X3.4	100	1	5	3.75	1.052
X3.5	100	1	5	3.87	1.016
X3.6	100	1	5	3.83	1.087
X3.7	100	1	5	3.90	0.985
X3.8	100	1	5	3.90	0.933

Source: Research data processing, 2025

Based on the results of the descriptive test above, it can be described that the distribution of data obtained by the researcher is:

1. *Customers Loyalty*
2. *Corporate Social Responsibility*

The variable (X1.1) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.78 and has a standard deviation of 1.025. The variable (X1.2) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.49 and has a standard deviation of 1.196. The variable (X1.3) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.54 and has a standard deviation of 1.053. The variable (X1.4) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.44 and has a standard deviation of 1.177. The variable (X1.5) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.88 and has a standard deviation of 0.993. The variable (X1.6) has a minimum or lowest value of 1 and a maximum or highest value of 5, with a mean or average value of 3.84 and has a standard deviation of 0.967.

3. *Customer Trust*

The variable (X2.1) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.81 and has a standard deviation of 1.102. The variable (X2.2) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.86 and has a standard deviation of 1.010. The variable (X2.3) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.92 and has a standard deviation of 0.945. The variable (X2.4) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.84 and has a standard deviation of 0.987. The variable (X2.5) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.79 and has a standard deviation of 1.032. The variable (X2.6) has a minimum or lowest value of 1 and a maximum or highest value of 5, with a mean value or average of 3.86 and has a standard deviation of 0.959. The variable (X2.7) has a minimum or lowest value of 1 and a maximum or highest value of 5, with a mean or average value of 3.82 and has a standard deviation of 0.973. The variable (X2.8)

has a minimum or lowest value of 2 and a maximum or highest value of 5, with a mean value or average of 3.69 and has a standard deviation of 0.966.

4. *Customer Satisfaction*

The variable (X3.1) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.69 and has a standard deviation of 1.055. The variable (X3.2) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.67 and has a standard deviation of 1.105. The variable (X3.3) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.86 and has a standard deviation of 1.086. The variable (X3.4) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.75 and has a standard deviation of 1.052. The variable (X3.5) has a minimum or lowest value of 1 and a maximum or highest value of 5 with a mean or average value of 3.87 and has a standard deviation of 1.016. The variable (X3.6) has a minimum or lowest value of 1 and a maximum or highest value of 5, with a mean or average value of 3.83 and has a standard deviation of 1.087. The variable (X3.7) has a minimum or lowest value of 1 and a maximum or highest value of 5, with a mean value or average of 3.90 and has a standard deviation of 0.985. The variable (X3.8) has a minimum or lowest value of 1 and a maximum or highest value of 5, with a mean or average value of 3.90 and has a standard deviation of 0.933.

Discussion

This discussion is carried out with the aim of answering the problems that have been formulated previously. Furthermore, it was discussed about the acceptance of the research hypothesis accompanied by an explanation. Overall, the testing of *the relationship between Customers Loyalty*, *Corporate Social Responsibility*, *Customer Trust*, *Customer Satisfaction* and trust is outlined as follows:

The Influence *of Corporate Social Responsibility* on *Customer Loyalty*

Based on the results of the hypothesis test analysis on the direct influence (*path coefficient*), it was found that *Corporate Social Responsibility* (X1) has a positive and significant influence on *Customer Loyalty* (Y). This is indicated by a *P-value* that is smaller than 0.05, i.e. 0.000, as well as a *t-statistical* value that is larger than the t-table (3.823 > 1.96). Thus, it can be concluded that *Corporate Social Responsibility* has a positive and significant effect on *Customer Loyalty*, so the first hypothesis (H$_1$) is accepted. The implementation of CSR programs by companies is able to build and increase customer loyalty effectively. The relatively high t-statistic value (3,823) not only indicates statistical significance, but also indicates a large influence between CSR and customer loyalty. This means that any improvement in the quality and scope of CSR programs will have a positive impact on increasing customer loyalty.

Based on the results of a descriptive analysis of 100 respondents of PT Kiat Ananda Group Surabaya's customers, it was found that customer perception of the company's *Corporate Social Responsibility* (CSR) program was at a positive level. An average score of 3.66 indicates that in general customers give a good assessment of the implementation of CSR programs by the company. The CSR program that received the most high appreciation from customers was the company's participation in traffic safety education social activities, with a score of 3.88. This indicates that CSR programs that are in direct contact with the interests of the community receive a very positive response from customers. On the other hand, the aspect of customer personal data protection obtained a relatively lower score (3.44), although it remained in the positive category. These findings show that although customers are generally satisfied with the company's CSR program, this can be considered by companies to make

improvements in terms of data protection quality as part of the company's responsibility to customers.

The results of this study are in line with the theory *of Corporate Social Responsibility* according to Susanto & Ardini in Wibowo et al. (2022), which states that CSR is a form of corporate responsibility in improving social gaps and environmental impacts due to business operations. The better the implementation of CSR, the more positive the company's image in the eyes of the public, which ultimately increases customer loyalty. High customer loyalty will have an impact on increasing the company's sales and profitability in the long run, and can attract investors because of the company's good image. PT. Kiat Ananda Group Surabaya has implemented a comprehensive *Corporate Social Responsibility* (CSR) program, covering three main areas as revealed in an interview with the company's Public Relations and CSR Manager. First, the operational area greening program demonstrates the company's commitment to environmental conservation, which is a direct response to the operational impact of the logistics business. Second, participation in traffic safety education reflects the company's concern for social issues relevant to its core business. Third, the MSME empowerment program shows the company's efforts to improve the quality of life of the surrounding community, while building a sustainable business ecosystem.

The implementation of a comprehensive and effective *Corporate Social Responsibility* (CSR) program to increase customer loyalty of PT. Ananda Group Surabaya's tips can be done by increasing interaction between companies and consumers such as providing assistance to MSME actors such as a partnership program with local MSMEs that focuses on empowering Micro, Small, and Medium Enterprises (MSMEs) which are potential customer target markets. PT. Ananda's tips can create a "Logistics for MSMEs" program that provides subsidized shipping or *cold chain storage costs* for small business actors, helping MSMEs to reduce operational burdens, especially in the MSME *food freezing industry*. In addition, the company can provide free cold chain management training for MSMEs in the food sector, especially those engaged in *the food freezing industry*.

The results of this study are in line with the research conducted by (Khairunnisah et al., 2024) which states that CSR also has a positive influence on customer loyalty. CSR contributes to a company's positive reputation and customer loyalty. CSR helps companies to stand out in the midst of competition and build emotional bonds with customers. These results are also supported by research conducted by (Senoaji, 2021) which states that *Corporate Social Responsibility* has a significant effect on Customer Loyalty and has a positive value. However, these results are inversely proportional to the research conducted by (Amelia & Maupa, 2021) which states that CSR has a negative and insignificant effect on *Customer Loyalty*. This proves that low CSR factors are not able to increase *Customer Loyalty* Wardah *Cosmetics*. In addition, the research conducted by (Tarigan & Chrisjatmiko, 2018) which states that CSR has a negative and insignificant effect on *Customer Loyalty*.

The Influence *of Customer Trust* on *Customer Loyalty*

Based on the results of the hypothesis test analysis on the direct influence (*path coefficient*), it was found that *Customer Trust* (X2) has a positive and significant influence on *Customer Loyalty* (Y). This is indicated by a P-value that is smaller than 0.05, i.e. 0.017, as well as a t-statistical value that is larger than the t-table (2.385 > 1.96). Thus, it can be concluded that Customer Trust has a positive and significant effect on *Customer Loyalty*, so the second hypothesis (H2) is accepted. Customer Trust built by companies plays an important role in increasing customer loyalty. A statistical t-value (2.385) that exceeds the critical limit indicates

that the relationship between customer trust and loyalty is not only statistically significant, but also has a noticeable influence. This means that the higher the level of customer trust in the company, the stronger their loyalty will be.

Based on a descriptive analysis of 100 logistics customer respondents of PT Kiat Ananda Group Surabaya, it was found that customer perception of the company's *Customer Trust* was at a very positive level. An average score of 3.82 falls into the high category, indicating that in general customers have strong trust in the company. The most prominent customer trust in this study was confidence in the company's ability to provide satisfaction guarantees and transaction security, with the highest score of 3.92. This indicates that PT Kiat Ananda Group Surabaya has succeeded in building an image as a *reliable cold supply chain* company in terms of transaction security. Meanwhile, the statement regarding the company's responsibility for the customer's chosen service received a relatively lower score (3.96), although it remained in the high category. This score shows that although customers generally believe in the company's responsibility, this can be considered by the company to make improvements in terms of communication and tangible evidence of the company's responsibility for the services provided

The results of this study are in line with *the theory of customer trust* according to Kotler and Keller (2016) which states that customer trust is the willingness of consumers to rely on the company based on competence, integrity, and honesty. A high level of customer trust is directly proportional to increased loyalty to a product or service, which ultimately encourages repeat *purchase* behavior and *positive word of mouth*. High customer loyalty not only has an impact on increasing sales volume, but also strengthens *brand positioning* in the market, lowers *customer acquisition costs*, and creates *a sustainable competitive advantage* for PT Kiat Ananda Group.

Based on the results of an interview with *Sales and Marketing Manager* of PT Kiat Ananda Group Surabaya, it can be seen that in the *cold supply chain business*, the key factor for success lies in the ability to maintain customer trust through product quality assurance during the distribution process. So that PT Kiat Ananda Grup Surabaya is committed to ensuring that goods arrive at their destination in a whole, complete, and flawless condition, so that they can meet customer expectations. In addition, PT Kiat Ananda Group Surabaya consistently improves service quality and updates the transportation system as an effort to maintain customer satisfaction in the long term.

The results of this study are in line with the research conducted by (Larasati & Diatmika, 2024) which states that *Customer trust* has a positive effect on *Customer Loyalty*. However, these results are inversely proportional to the research conducted by (Pramesti & Tiarawati, 2023) which states that *Customer Trust* does not have a significant positive effect on *Customer Loyalty*. That is, even though *Customer Trust* that are given by BRILink agents but do not directly encourage customer loyalty to BRILink agents.

The Effect *of Customer Satisfaction* on *Customer Loyalty*

Based on the results of the hypothesis test analysis on the direct influence (*path coefficient*), it was found that *Customer Satisfaction* (X3) did not have a positive and significant influence on *Customer Loyalty* (Y). This is indicated by a P-value greater than 0.05, which is 0.356, as well as a t-statistical value *that* is smaller than the t-table value (0.923 < 1.96). Thus, it can be concluded that *Customer Satisfaction* does not have a positive and significant effect on *Customer Loyalty*, so the third hypothesis (H3) is rejected. The results of this study indicate that customer *satisfaction* does not directly contribute to increased customer loyalty. The t-

statistical value (0.923) which is below the t-table value (1.96) and the P-value (0.356) which exceeds the significance level (0.05) indicates that the relationship between the two variables is not statistically significant.

Based on the results of a descriptive analysis of 100 respondents of PT Kiat Ananda Group Surabaya's logistics customers, it was found that the level of customer *satisfaction* was in a very positive category. An average score of 3.80 indicates that in general customers are satisfied with the services provided by the company. The most prominent customer satisfaction with PT Kiat Ananda Group Surabaya is the statement regarding the company's ability to complete deliveries before the specified deadline with an average score of 3.90 and the integrity of the goods delivered without defects with an average score of 3.90. This indicates that PT Kiat Ananda Group Surabaya has succeeded in fulfilling two fundamental elements in *cold supply chain* services, namely the timeliness of delivery and the safety of goods. On the other hand, statements about good service received a relatively lower score with an average score of 3.67, but remained in the high category. This score shows that although customers are generally satisfied with the company's services, this can be considered by the company to make improvements in terms of the quality of interaction and personal service.

The results of this study indicate that customer satisfaction at PT Kiat Ananda Group Surabaya does not have a direct effect on customer loyalty. The customer satisfaction process carried out by PT Kiat Ananda Group Surabaya has not been able to provide benefits to customer loyalty. This means that customers may feel quite satisfied (*satisfied*) but have not yet reached a level of satisfaction that drives long-term commitment (*delighted*). In theory *expectancy-disconfirmation* (Rust & Oliver, 1994) Explaining that increased customer expectations that are not balanced with improved service quality can create cognitive dissonance, so satisfaction does not automatically turn into loyalty. So that PT Kiat Ananda Group Surabaya is expected to consider developing *Customer Experience Measurement System* which not only measures customer satisfaction but can also monitor the development of customer trust and loyalty levels.

After further research was conducted with several consumers, it was found that most consumers expressed satisfaction with the expedition service such as the timeliness of delivery and the physical condition of the goods delivered must be good, this tends to be considered as an industry standard or minimum expectations that must be met by PT Kiat Ananda Group Surabaya. Consumers revealed that the fulfillment of expectations that is considered as an industry standard does not create emotional attachment or a sense of "*delight*" that is able to encourage consumers to remain loyal to PT Kiat Ananda Group Surabaya's logistics services. On the contrary, consumers think of it as a service that must be accepted.

In the *Expectancy-Disconfirmation* Theory, the satisfaction only meets expectations but does not exceed the expectations of consumers, so it does not trigger a strong urge to be loyal to the company. Many consumers are willing to switch to logistics services from other companies if there are more competitive price offers, additional service features, or other attractive incentives. This is exacerbated by the perceived lack of service differentiation by consumers, where consumers feel that many competitors offer similar basic service qualities. Thus, high satisfaction serves more as a determinant of the absence of complaints than as a driver of long-term loyalty.

The results of this study are in line with the research conducted by (Muhammad Luthfi Setyawan & Nabhan, 2023) which states that *Customer Satisfaction* has no effect on *customer loyalty.* In addition, the research conducted by (Amrullah, 2022) which states that *Customer Satisfaction* has no effect on *Customer Loyalty.* However, these results are inversely

proportional to the research conducted by (Pramesti & Tiarawati, 2023) which states that *Customer Satisfaction* has a significant positive influence on *Customer Loyalty*. That is, if *Customer Satisfaction* increase then *Customer Loyalty* will also increase. In addition, the research conducted by (Larasati & Diatmika, 2024) which states that *Customer Satisfaction* has a significant positive influence on *customer loyalty*.

CONCLUSION

The study concludes that Corporate Social Responsibility (CSR) and Customer Trust at PT. Kiat Ananda Group Surabaya have a positive and significant impact on Customer Loyalty, with CSR programs like traffic safety education (mean score 3.66) and trust-building measures like transaction security (mean score 3.82) being highly valued by customers. However, Customer Satisfaction (mean score 3.80) does not significantly influence loyalty, suggesting that meeting basic service standards (e.g., delivery punctuality) is insufficient for long-term engagement. For future research, it is recommended to explore additional factors beyond satisfaction—such as emotional connection, personalized services, or loyalty programs—that could strengthen customer loyalty, as well as conduct longitudinal studies to assess the sustained impact of CSR and trust-building initiatives.

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