

Implementation of Corporate Social Responsibility (CSR) in the Hospitality Industry: A Case Study at The Alana Solo

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ABSTRACT

Corporate Social Responsibility (CSR) is gaining increasing attention in the hospitality industry as demands for sustainable business practices, encompassing social, environmental, and economic aspects, then continue to rise. The hospitality industry is directly connected to local communities and the environment, making the implementation of CSR essential for supporting long-term sustainability. This study aims to evaluate the implementation of CSR at The Alana Hotel and Convention Center Solo and to explore its alignment with the Triple Bottom Line concept (People, Planet, Profit). This study employs a qualitative approach using descriptive methods, utilizing secondary data in the form of official documents and publications regarding the hotel's CSR programs, which were analyzed inductively. The results indicate that the "People" dimension is the primary focus through social initiatives and employee welfare programs. The "Profit" dimension is evident in active collaboration with local small and medium-sized enterprises (SMEs) involved in the hotel's operations. Meanwhile, the "Planet" dimension is reflected in policies to reduce plastic use, although the development of more comprehensive environmental programs is still needed. This study underscores the relevance of the Triple Bottom Line approach in analyzing hotel CSR practices in medium-sized cities, as well as the importance of developing more structured and sustainable programs within hospitality business strategies.

Keywords: *Corporate Social Responsibility (CSR), Triple Bottom Line, Hospitality Industry*

Background

Corporate Social Responsibility (CSR) has evolved from merely voluntary philanthropic activities into a sustainable strategy integrated into global business models. Over the past twenty years, interest in CSR among academics and practitioners has increased significantly, particularly in the tourism and hospitality sector. In-depth

research on CSR surged sharply after 2006 in the Tourism and Hospitality Industry (THI), with a primary focus on the impacts, measurement, and exploration of CSR practices. These findings indicate that CSR now serves as a strategic tool that integrates social, environmental, and economic dimensions to achieve business sustainability [1]. In the context of the global hospitality industry, the implementation of CSR is particularly crucial because this sector is directly linked to local communities, destination environments, and regional economic conditions. Furthermore, also note that the hotel and restaurant subsectors are key areas in CSR research, particularly regarding their role in sustainable development [1]. In line with this, publications regarding hotel guests' perceptions of CSR activities encompass environmental, social, and stakeholder dimensions, which positively impact perceived customer value and social media engagement, ultimately enhancing customer loyalty toward the hotel [2]. Consequently, CSR practices worldwide in the hospitality industry have evolved into a strategic approach aligned with the principle of balancing People, Planet, and Profit.

In Indonesia, the implementation of CSR in the hospitality sector has also shown significant progress. Research at hotels in Gili Trawangan indicates that most hotels have implemented CSR based on the Triple Bottom Line framework (People, Planet, Profit), although implementation is often situational and not yet fully systematized [3]. Similar results were also published in a case study of The Tanjung Benoa Beach Resort, which showed that the hotel's CSR programs encompass social activities, environmental conservation efforts, and human resource development that strengthen harmonious relationships with the local community [4]. Furthermore, research conducted at Hotel Santika Mataram reveals that the focus of CSR implementation is primarily directed

toward social aspects, although environmental and economic dimensions remain part of a branding strategy grounded in the Triple Bottom Line [5]. These findings indicate that CSR practices in Indonesian hotels have been moving toward a sustainable approach, although their implementation remains varied and requires further research within specific regional contexts.

At the local level, the growth of the hospitality sector in Surakarta appears to be very rapid. According to data from the Surakarta City Central Statistics Agency (2024), the accommodation and culinary sectors recorded an increase of up to 11.6 percent in 2023, making them among the fastest-growing sectors in the city. The Room Occupancy Rate (ROR) for star-rated hotels in Surakarta also shows a positive trend, particularly for four- and five-star hotels. This situation indicates that the hospitality industry in Solo known as a city of culture and MICE is thriving, making it important to analyze it from the perspective of CSR implementation. One of the four-star hotels in Solo is The Alana Hotel and Convention Center, managed by Archipelago International. As part of a national hotel chain, The Alana Solo actively carries out various social and environmental initiatives, which are publicized through the media and the company's official channels. The hotel's participation in social activities, support for the local community, and eco-friendly projects reflect its commitment to corporate social responsibility. The hotel's position as part of a large management network operating in a mid-sized city makes it an interesting subject for study in the context of CSR implementation at the property level.

Although research on CSR in the hospitality sector has expanded both internationally and nationally, studies focusing on the implementation of CSR in chain hotels in medium-sized cities such as Surakarta using the Triple Bottom Line approach remain relatively scarce. The publication reveals shortcomings in research regarding the integration of theory and analysis at the operational level for specific properties. Therefore, this study aims to examine how Corporate Social Responsibility (CSR) is implemented at The Alana Solo, how it is carried out from the perspectives of People, Planet, and Profit, and to what extent these practices align with the Triple Bottom Line principles. This study is expected to provide practical contributions to the development of CSR policies in the hospitality industry at the local level and to add to the body of literature on the implementation of sustainability in the

hospitality sector in Indonesia.

Literatur Review

The Concept of Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a concept that refers to a company's social obligations, emphasizing the business sector's commitment to sustainable economic development and the improvement of people's living standards and the environment. In general, CSR relates to sustainable economic activities that not only prioritize profit but also demonstrate a company's responsibility toward all stakeholders [6]. In Indonesia, CSR is normatively regulated under Article 1, Paragraph 3 of Law No. 40 of 2007 on Limited Liability Companies, which states that social and environmental responsibility constitutes a company's commitment to participate in sustainable economic development to improve the quality of life and the environment, thereby benefiting the company, the local community, and society at large. Various experts also describe CSR as a company's effort to act ethically and contribute to economic growth while improving the quality of life for employees and communities (World Business Council for Sustainable Development, 2000), as well as a company's effort to balance economic, social, and environmental aspects in its business activities [7].

The Triple Bottom Line Concept (People, Planet, Profit)

The Triple Bottom Line (TBL) concept was introduced by John Elkington as a framework for evaluating corporate performance that focuses not only on financial profit but also on social (people) and environmental (planet) aspects. This concept emphasizes the importance of assessing a company's success by considering the balance among these three dimensions. A study explains that TBL provides a framework for evaluating organizational performance that simultaneously considers economic, social, and environmental impacts, thereby ensuring that a company's assessment is based not only on financial statements but also on its contributions to society and environmental sustainability [8]. In this way, the TBL serves as an approach that broadens the understanding of corporate responsibility within the context of sustainable development.

Other research emphasize that the three pillars of the Triple Bottom Line are interconnected and inseparable in the implementation of CSR. The profit dimension is not

only related to the achievement of profits but also encompasses aspects of economic sustainability for the future. The “people” dimension relates to corporate responsibility for the well-being of employees, customers, and local communities through fair and ethical business practices. Meanwhile, the “planet” dimension highlights the importance of protecting the environment through responsible resource management and minimizing the negative impacts of corporate activities [9]. Integrating these three aspects is crucial for companies to achieve a balanced sustainability that harmonizes economic, social, and environmental interests.

Research Method

This study employs a qualitative approach using a descriptive research design aimed at exploring and explaining in detail the phenomenon of Corporate Social Responsibility (CSR) implementation in the hospitality sector. Qualitative research places greater emphasis on understanding social reality, behavior, organizational functions, and social interactions, without employing statistical methods or calculations. Furthermore, in qualitative research, data are presented in narrative form using words rather than numbers with an emphasis on the processes and meanings that emerge in the field [10]. Thus, this approach is particularly well-suited for analyzing the implementation of CSR as part of practices and policies in the hospitality sector.

The data sources for this study consist of secondary data, meaning the information was not obtained directly from informants but through documents, company reports, archives, and official publications relevant to CSR practices. In qualitative research, data analysis is conducted using an inductive approach, which involves identifying patterns, grouping information, and drawing conclusions from the collected data. This method was used to evaluate documents and reports related to CSR implementation in order to understand the application of the People, Planet, and Profit principles in hotel operations.

Results and Discussion

CSR Implementation in the People Dimension (Social)

The “People” dimension within the Triple Bottom Line framework refers to a company’s responsibility regarding the well-being of employees, customers, and the surrounding community. This study reveals that The Alana Solo has consistently implemented this dimension through

two main focuses: social programs for the community and employee empowerment.

In terms of social responsibility toward the community, The Alana Solo actively carries out CSR activities aimed at vulnerable groups and nearby social institutions. One such documented activity was a visit to Rumah Kasih Rossetti in Padakan, Grogol, Sukoharjo, in December 2024. During this “Sharing Love for Christmas” event, the team from The Alana Solo visited the foundation, which cares for orphans, neglected children, and unmarried pregnant women. The activities included story-sharing sessions, singing together, playing games, praying, and distributing aid in the form of basic food supplies, baby supplies, and children’s essentials. Moses Rahadian, Public Relations Officer at The Alana Solo, explained that this activity reflects the hotel’s commitment to bringing joy, not only during major religious holidays but also on various occasions through meaningful collaborations [11].

A similar activity was also held during Ramadan 2025, when staff and members of The Alana Solo’s Islamic Spirituality Team (Rohis) visited the Dharma Aji Insan Orphanage for Orphans, Orphans Without Parents, and the Underprivileged in Colomadu, Karanganyar. This initiative, driven by employees, went beyond simply distributing food for breaking the fast; the visit also provided an opportunity to interact directly with the children, play with them, and listen to their life stories. Moses Rahadian emphasized that sharing is not just about how much is given, but also about the sincere intention to bring happiness to others [12]. These two programs demonstrate that the “People” approach in The Alana Solo’s CSR is not merely symbolic but is also oriented toward meaningful emotional connection and togetherness.

In addition to programs for the external community, The Alana Solo is also involved in empowering community environmental health through collaboration with various companies under the DMDP Group. During Ramadan 2019, The Alana Solo, together with four other companies, organized an initiative called “1,000 Healthy Environment Movements,” aimed at residents of Gandekan Village in Solo a densely populated area that still requires increased awareness regarding environmental hygiene and health. The series of activities included a low-cost market, free health checkups, health education sessions, a communal iftar with residents, and the donation of sanitation equipment to the local village head [13]. This program demonstrates that The Alana Solo’s social commitment is

not only carried out individually but also through collaborations that yield a broader impact.

In terms of employee welfare, The Alana Solo's commitment to the "People" aspect is evident through management's swift response to the impacts of the COVID-19 pandemic. The hotel participated in a program by the International Labour Organization (ILO) in Indonesia focused on restoring economic well-being for employees. After undergoing an evaluation of its Standard Operating Procedures for COVID-19 management, health facilities, vitamin provision, and employee health insurance, The Alana Solo successfully obtained ILO certification. The General Manager of The Alana Solo, Sistho A. Sreshtio, stated that participation in the ILO program reflects management's commitment to protecting staff health, as a healthy workforce enables better, safer, and more comfortable service for guests [14]. This achievement demonstrates that the standards for worker well-being at The Alana Solo have been recognized internationally.

CSR Implementation in the Planet Dimension (Environment)

The Planet Dimension of the Triple Bottom Line emphasizes the importance of protecting the environment through responsible resource management and minimizing the negative impacts of corporate activities. The findings of this study indicate that The Alana Solo has taken concrete steps to reduce its environmental impact, particularly in terms of reducing plastic waste in line with Archipelago International's network policy.

Since April 1, 2019, following Earth Hour on March 30, 2019, The Alana Solo has discontinued the use of bottled mineral water in plastic bottles and switched to reusable water jugs. This measure has been implemented across all hotel rooms and meeting rooms, with dispensers placed in every hallway and meeting area. Angela Stevanie, Assistant Public Relations Manager at The Alana Solo, revealed that prior to implementing this policy, the hotel used approximately 494 plastic bottles daily from guest rooms alone, not including consumption in the ballroom and other meeting rooms. Although there was a significant initial investment to purchase water jugs, this policy is considered more efficient and environmentally friendly in the long term.

Angela also added that the next step will focus on reducing the use of plastic straws, with management considering two options: either eliminating plastic straws

entirely or replacing them with stainless steel straws [15]. This policy is part of a shared commitment by all hotels under the Archipelago International network to support environmental conservation efforts through the reduction of plastic waste. Although the implementation of the "Planet" dimension at The Alana Solo is still in the plastic reduction phase and does not yet encompass broader environmental programs, this step demonstrates their genuine commitment to environmental sustainability.

CSR Implementation in the Profit Dimension (Economic)

The Profit Dimension in the Triple Bottom Line refers not only to a company's financial profits but also encompasses long-term economic sustainability, including contributions to the broader economic ecosystem, such as empowering local businesses and strengthening the regional economy. In this context, The Alana Solo demonstrates its concrete commitment through collaborative programs with local Micro, Small, and Medium Enterprises (MSMEs).

As part of the Archipelago International network, The Alana Solo participates in an MSME collaboration initiative implemented across 29 Archipelago hotel locations throughout Indonesia. This program brings regionally distinctive products into the hotel environment, including traditional foods, batik and woven textiles, handicrafts, recycled goods, and high-quality leather products. John Flood, CEO of Archipelago, emphasized that this collaboration reflects a commitment to making the hotel not just a place to stay, but also a bridge for guests to connect with local culture and a form of support for local small and medium-sized enterprises [16].

At the operational level, Sistho A. Sreshtio, General Manager of The Alana Solo who also serves as the Public Relations Officer for PHRI BPC Solo stated that the hotel has integrated local products from MSMEs into its daily operations, including kitchen ingredients, breakfast and coffee break menus, as well as souvenirs and gifts for guests. Additionally, the hotel provides display spaces for local SME products in the lobby and near meeting rooms, allowing guests to directly access and purchase these items. Sistho emphasized that this collaboration has the potential to boost tourism and the economy in the city of Solo and the Soloraya region as a whole [17]. In this program, approximately 60 members of the Solo Preneur community participated, with available products including fashion, handicrafts, and dried foods.

The Alana Solo's active involvement in the local SME ecosystem demonstrates the application of the "Profit" dimension that goes beyond a focus on internal profits. In fact, the company's long-term economic sustainability is actually strengthened through tangible contributions to the local economy, as evidenced by the synergy between the hotel, the Solo Preneur community, and SME operators in the Soloraya region.

Discussion

The results of this study indicate that the implementation of CSR at The Alana Solo is generally aligned with the Triple Bottom Line framework, although the depth of implementation varies across dimensions. The "People" dimension emerges as the most prominent, aligning with findings from Hotel Santika Mataram, which also demonstrate the dominance of the social aspect in the CSR practices of chain hotels in Indonesia [5]. This similarity in patterns suggests that star-rated hotels in mid-sized cities tend to prioritize programs with direct and visible social-emotional impacts such as visits to orphanages and religious activities over environmental programs that are more structural and long-term in nature.

Regarding the "Profit" dimension, The Alana Solo's engagement with the MSME ecosystem, facilitated by the Archipelago International network, reinforces the argument that large hotel chains possess an advantage in replicating centralized CSR policies at the property level, resulting in programs that are more standardized than those of independent hotels [3]. However, other research reveals that the impact of CSR on customer loyalty depends heavily on how the program is perceived and communicated to guests, an aspect that has not been extensively explored in this study due to limitations regarding secondary data [2].

The Planet dimension emerges as the weakest area, consistent with findings noting that hotel environmental programs are often piecemeal (such as plastic reduction) lacking a comprehensive environmental management framework (e.g., energy efficiency or integrated waste management) [4]. This pattern in which the "Planet" dimension lags behind "People" and "Profit" reinforces the argument that CSR research in the hospitality sector, both globally and nationally, still lacks comprehensive theory-practice integration, particularly regarding environmental sustainability at the operational level of individual properties [1].

Conclusion

This study aims to examine the implementation of Corporate Social Responsibility (CSR) at The Alana Hotel and Convention Center Solo and to evaluate its alignment with the Triple Bottom Line concept (People, Planet, and Profit). Based on an analysis of secondary data obtained from official documents and publications, it can be concluded that the implementation of CSR at The Alana Solo reflects the application of the Triple Bottom Line, albeit with varying degrees of depth across each dimension.

In response to the research question, the implementation of CSR at The Alana Solo indicates that the People dimension is the most prominent element and is consistently carried out. Social activities such as visits to orphanages, charitable initiatives during religious holidays, collaboration on environmental health initiatives, and a commitment to employee well-being through participation in International Labour Organization (ILO) programs demonstrate a tangible social responsibility toward both the community and the organization itself. In terms of Profit, the hotel has incorporated support for local SMEs into its business operations by providing product display spaces, using local raw materials, and collaborating with the Solo Preneur community all of which support the strengthening of the local economy and long-term sustainability. On the other hand, the Planet dimension has been implemented through policies to reduce the use of single-use plastics and replace them with a refillable water jug system, although the scope of this environmental program remains relatively limited compared to the other two dimensions.

The main findings of this study indicate that CSR at The Alana Solo is not merely symbolic but has been integrated into the hotel's operational activities and external relationships. Nevertheless, program implementation still tends to depend on specific occasions, such as major holidays or special events, and thus has not yet been fully structured into a planned and measurable long-term program. Nevertheless, support from the Archipelago International management network, along with the active involvement of management and staff, demonstrates a significant institutional commitment to sustainability principles.

Implicitly, this study provides an empirical contribution to the CSR literature in Indonesia's hospitality industry, particularly regarding the implementation level of chain hotels in mid-sized cities such as Surakarta. The findings of this study reaffirm the relevance of the Triple

Bottom Line approach as a framework for analyzing CSR implementation in the hospitality industry and indicate that the balance between People, Planet, and Profit still needs to be strengthened in the environmental aspect to achieve a more comprehensive level of sustainability. Thus, the implementation of CSR at The Alana Solo has demonstrated a commitment to business sustainability through the Triple Bottom Line approach; however, it still requires strengthening in the environmental dimension and systematic program management so that its impact can be more optimal and sustainable in the long term.

Limitations and Recommendations

This study has several limitations. First, it relies solely on secondary data including documents, official publications, and media reports without conducting direct interviews with management or employees of The Alana Solo; consequently, it cannot provide an in-depth understanding of internal perspectives regarding the CSR policy formulation process. Second, this study focuses on a single case study at one hotel property; therefore, its findings cannot be directly generalized to other chain hotels in medium-sized cities in Indonesia. Third, publicly available data tends to highlight positive and ceremonial CSR activities, raising the possibility of publication bias, whereby challenges or failures of CSR programs are not openly documented.

Recommendations

Based on the findings and limitations outlined above, the following recommendations can be made:
For The Alana Solo and Archipelago International management:

1. Develop a more structured and sustainable CSR program in the environmental sector, such as integrated waste management, energy efficiency, or environmental conservation programs that involve the local community;
2. Develop a long-term CSR roadmap with measurable sustainability performance indicators across the three dimensions of People, Planet, and Profit;
3. Enhance transparency by publishing sustainability reports at the property level, not just through media coverage;
4. Expand collaboration with local governments and communities so that CSR implementation no longer depends on the momentum of specific celebrations

but becomes an integral part of the long-term business strategy.

For future research:

1. Conduct follow-up research using interviews or direct observation to capture the internal perspectives of hotel management;
2. Conduct a comparative study among several chain hotels in mid-sized cities to test the generalizability of the CSR implementation patterns identified in this study;
3. Quantitatively explore hotel guests' perceptions of The Alana Solo's CSR program to complement the descriptive-qualitative findings of this study.

Theoretical and Practical Contributions

Theoretical Contribution

This study enriches the CSR literature in the hospitality sector by providing empirical evidence regarding the application of the Triple Bottom Line framework at the individual property level within mid-sized city hotel chains, a context that remains under-researched compared to the corporate or major city levels. It also demonstrates concretely how imbalances among TBL dimensions (specifically, the dominance of "People" and "Profit" over "Planet") can manifest in practice, reinforcing the principle that the three TBL pillars are interdependent and ideally managed in a balanced manner [1][9].

Practical Contributions

Practically, this study provides a mapping of CSR programs that can serve as a reference for management at other hotel chains particularly in mid-sized cities with cultural and MICE characteristics like Surakarta in designing CSR programs that strike a better balance between social, environmental, and economic aspects. These findings can also serve as input for local governments in promoting more structured CSR collaboration between the private sector (hospitality) and sustainable development programs at the city level.

Contributions by Researchers

Aa'isyah Ning Hastuti Putri Susilo contributed to the conceptualization of the study, data collection and analysis, and the writing of the original draft. Variska Dwi Wahyuni contributed to data collection, the literature review, and the writing and editing of the methods and results sections. Bambang Suharto contributed to the guidance on research

methodology, the critical review of data analysis, and the review and editing of the manuscript. Yuniawan Heru Santoso contributed to the supervision of the entire research process and the final validation of the manuscript prior to publication. All authors have read and approved the final version of this manuscript.

Conflict of Interest

The author declares that there are no conflicts of interest in this study. This study was conducted independently and was neither funded nor influenced by The Alana Hotel and Convention Center Solo nor Archipelago International.

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ETHICAL APPROVAL

This study does not require ethical approval because it does not directly involve human subjects as respondents or informants. All data used are sourced from secondary documents, official publications, and media reports that are publicly available.

INFORMED CONSENT

Not applicable, because this study does not involve the collection of primary data from human participants (e.g., through interviews or questionnaires).

DATA AVAILABILITY

The data supporting the findings of this study are derived from official documents and publications that are publicly accessible via the links listed in the References section, including the official website of The Alana Hotel and Convention Center Solo, news portals (Solosae.com, Urbanvibes, Jawa Pos Radar Solo, Espos Ekonomi, Semarang Bisnis, Kabar Joglo, bisnishotel.id), and statistical data from the Surakarta City Central Statistics Agency.

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