



The Impact of Corporate Social Responsibility on The Development of Tourist Destinations in Kampung Berseri Astra, Surabaya

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ABSTRACT

This study aims to examine the impact of PT Astra International Tbk's Corporate Social Responsibility (CSR) program on the development of Kampung Berseri Astra (KBA) Keputih, Surabaya, as a community-based sustainable tourism destination. A descriptive qualitative approach was used through interviews with key informants and secondary data analysis from company reports and village profile documents. The findings indicate that CSR implementation has supported destination development through environmental improvements, community entrepreneurship, education, health programs, and stronger stakeholder collaboration. These initiatives have increased local capacity, created tourism-related economic opportunities, and strengthened community participation in destination management. These findings imply that CSR can contribute to sustainable destination development when corporate support is integrated with community engagement and government collaboration. The value of this study lies in highlighting an integrated CSR model that links environmental, social, educational, health, and entrepreneurial interventions to promote community self-reliance and strengthen community-based tourism destinations.

Keywords: *Corporate Social Responsibility, Sustainable Tourism Destinations, Astra's 'Kampung Berseri' Programme, Community Empowerment.*

Background

Cultural Community-Based Tourism (CBT) has become one of the strategies for the development of tourist destinations in Indonesia. However, the sustainability of tourist destinations often fails due to several factors, such as limited capital, low human resource capacity, and a lack of supporting infrastructure (1). Consequently, the role of Corporate Social Responsibility (CSR) is of paramount importance, as companies are not only responsible for their

own profits but must also contribute to the social welfare of the surrounding community and environmental sustainability.

The concept of Corporate Social Responsibility (CSR) should foster self-reliance amongst local communities; however, the reality often reveals a different phenomenon. Corporate Social Responsibility (CSR) programmes in the tourism sector often take the form of short-term assistance that ceases once the programme ends. In reality, however, effective Corporate Social Responsibility (CSR) programmes should not only provide material assistance but also support economic empowerment, health, education and the environment (2).

One example of corporate involvement in the development of urban tourist destinations is the Kampung Berseri Astra (KBA) programme, initiated by PT Astra International Tbk. This village has been transformed from what was once a landfill site into an educational and environmental tourist destination. The four main pillars that have successfully transformed this village are the Green Pillar (Environment), the Smart Pillar (Education), the Healthy Pillar (Health) and the Creative Pillar (Entrepreneurship). These pillars were implemented by PT Astra International Tbk to foster community self-reliance.

The existence of Kampung Berseri Astra has had a significant impact on the local economy and social structure. Support in the form of facilities and infrastructure, as well as mentoring for small and medium-sized enterprises (SMEs) specialising in locally processed products, has transformed the village into a new tourist attraction in Surabaya. However, the effectiveness of the Corporate Social Responsibility (CSR) initiative still requires further analysis to assess the extent to which this programme ensures the sustainability of the tourist



destination's development or fosters self-reliance among the local community, even after the mentoring period has ended.

Previous research has shown that consistently implemented Corporate Social Responsibility (CSR) programmes can help to significantly enhance a destination's image and the well-being of the local community (3). Based on this phenomenon, this study aims to analyse the impact of PT Astra International Tbk's Corporate Social Responsibility (CSR) programme on the development of the Kampung Berseri Astra Surabaya tourist destination, as well as to analyse the factors that support the successful synergy between the company and the community in managing tourism potential.

Literatur Review

The Concept of Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a concept that continues to evolve in the world of management and business. Initially, Corporate Social Responsibility (CSR) could be described as voluntary social activities undertaken by companies, such as making donations or providing assistance to the community outside the scope of the company's business activities. However, as public expectations have risen and business challenges have become increasingly stringent, the meaning of Corporate Social Responsibility (CSR) has broadened (4).

Carroll (1991) explains that corporate responsibility is not limited to social activities, but encompasses four interrelated aspects, namely economic, legal, ethical and philanthropic responsibilities. In this regard, companies are not only required to maximise profits, but are also obliged to contribute to improving the welfare of society. Thus, Corporate Social Responsibility (CSR) is not merely a matter of charitable activities, but is also an integral part of how companies conduct their business responsibly (4).

Companies must also demonstrate a sense of social responsibility or good will regarding how they can conduct their business in a socially responsible manner, rather than merely pursuing profit. Companies that actively support the community, protect the environment and treat their employees fairly are generally held in higher regard by the public. This helps to build a more positive reputation for the company in the eyes of the public (4).

Consequently, Corporate Social Responsibility (CSR) practices in the tourism sector are increasingly regarded as vital, particularly as the natural resources that serve as

tourist attractions must be managed sustainably to ensure the sector's long-term viability. Consequently, implementing sound Corporate Social Responsibility (CSR) practices can not only improve a company's financial performance through access to resources, but also strengthen its performance by encouraging corporate behaviour that aligns with social expectations and is environmentally friendly (5).

Development of Community-Based Tourism Destinations

Community-Based Tourism (CBT) can be defined as the key role played by local communities in managing and deriving benefits from tourism activities. Okazaki (2008) explains that Community-Based Tourism (CBT) is a tourism model developed and run by local communities with the aim of ensuring that economic benefits remain within the community to empower it. Community Based Tourism (CBT) is not only focused on increasing income, but also on efforts to conserve natural and cultural resources for sustainability (6).

The three main aspects of Community-Based Tourism (CBT) are ownership and management by local communities, community development through economic and social well-being, and environmental and cultural conservation. Alvarez-Garcis et al (2018) and Okazaki (2008) state that when communities participate directly in providing tourism products and services, they not only create jobs and reduce poverty, but can also preserve cultural heritage and local identity (6).

The community-based tourism development model is also reflected in a number of laws and regulations in Indonesia, one of which is Law No. 10 of 2009 on Tourism, in Article 5. Article 5 sets out the principle of empowering local communities as part of the implementation of tourism. This is in line with the concept of community-based tourism development, as the local community becomes the main actor in the management and utilisation of tourism activities (7).

Based on the definition of Community-Based Tourism (CBT), it is clear that the active involvement of the local community in the tourism development process is the most fundamental element. Community participation is a key factor, as it is the community that plays a direct role in the planning, management and utilisation of the proceeds from these tourism activities (7).

Astra's 'Kampung Berseri' Programme as a Corporate



Social Responsibility (CSR) Initiative

Corporate Social Responsibility (CSR) is viewed as a community empowerment strategy capable of enhancing the skills, knowledge and economic capacity of local communities. A study conducted by Yuli Ermawati et al. found that the Corporate Social Responsibility (CSR) initiatives carried out by PT Astra through the 'Kampung Berseri Astra' programme made a significant contribution to economic empowerment through the development of MSMEs, despite facing challenges in achieving synergy with local government programmes (8).

Kampung Berseri Astra is one of Astra's Corporate Social Responsibility (CSR) programmes, centred on four key pillars: Education (Astra Indonesia Cerdas), Health (Astra for a Healthy Indonesia), the Environment (Astra for a Green Indonesia), and Entrepreneurship (Astra Indonesia Kreatif).

Research Method

This study employs a descriptive qualitative approach with the aim of exploring in depth the implementation of the Corporate Social Responsibility (CSR) programme by PT Astra International in Kampung Berseri Astra, Keputih, Surabaya. This location was chosen because Kampung Berseri Astra is a village that has successfully transformed itself into an eco-tourism destination. Primary data was collected through interviews with key informants, namely the managers of Kampung Berseri Astra and company representatives, whilst secondary data was obtained from Astra's reports and the village's profile documents.

Results and Discussion

Kampung Berseri Astra (KBA) Keputih, Surabaya, is one of the villages supported by PT Astra International Tbk, located on Jalan Keputih Tegal Timur Baru, Keputih, Sukolilo District, Surabaya, East Java. Through its Corporate Social Responsibility (CSR) programme, Kampung Berseri Astra, PT Astra International Tbk aims to improve the quality of life for local communities by creating a clean, healthy, smart and productive environment. In implementing its Corporate Social Responsibility (CSR) model, PT Astra International adopts a direct approach, whereby the company forms a dedicated team responsible for implementing the Kampung Berseri Astra programme in each target area. Furthermore, the programme management strategy is centralised to ensure consistency in programme implementation.

Kampung Berseri Astra (KBA) in Keputih, Surabaya, was originally the site of Surabaya City's Final Waste Disposal Site (TPA). After the landfill was relocated to Benowo, the area became barren, arid and squalid, suffering from a clean water crisis and a pungent odour. Through its Corporate Social Responsibility (CSR) programme, PT Astra International Tbk transformed this arid and difficult-to-cultivate environment into a green area using plant pots, polybags and a plant zoning system.

The environmental pillar has been the main driving force behind the residents' success in establishing the 'Lorong Markisa' and the Family Medicinal Plants (TOGA) zones on small plots of land. In addition, intensive greening has been carried out through the planting of trees and productive plants, the management of a waste bank, and the construction of compost bins to process organic waste. This has not only reduced the microclimate temperature in the area amidst Surabaya's scorching heat, but has also created a visually appealing environment that is marketable as an urban tourist destination, whilst fostering a healthier and more sustainable ecosystem. The success of the environmental pillar has subsequently laid the foundation for strengthening the entrepreneurship pillar through the sale of products, such as passion fruit syrup and recycled crafts, which have now become flagship commodities for tourists on educational visits.

From a tourism economics perspective, the Astra Keputih Kampung Berseri has successfully created added value from what was previously considered unproductive. In the field of entrepreneurship, the local community is encouraged to develop micro-enterprises based on local potential, such as compost production, food cultivation, and other creative economic activities. The mentoring and training provided aim to strengthen the community's economic self-reliance. Support for the education pillar through the Astra Smart House and the health pillar through the revitalisation of independent community health posts (posyandu) strengthens the social resilience of the local community. By 2025, Kampung Berseri Astra Keputih was recognised as one of the self-sustaining 'Climate Villages' (ProKlim) models, where dependence on corporate aid has begun to shift towards strategic partnerships. This demonstrates that Corporate Social Responsibility (CSR), when managed with a high degree of consistency, is capable of transforming the environmental ecosystem whilst simultaneously boosting the local community's economy in a sustainable manner.



The success of the Astra Keputih Kampung Berseri programme stems not only from the company's efforts, but also from the active participation of local residents, who work together to plant crops, manage educational facilities, and carry out joint social and entrepreneurial activities. This spirit of mutual cooperation is a key factor in the programme's success. Furthermore, support from the local government, in the form of policies and recognition for the village, has strengthened the sustainability of the Corporate Social Responsibility (CSR) programme.

Since the programme's implementation, the Kampung Berseri Asri (KBA) Keputih has served as a model for other villages, exemplifying the transformation initiated by PT Astra International Tbk. It has also won the Green and Clean environmental management competition in Surabaya across several categories, demonstrating tangible improvements to the environment and community participation. Local residents, who once lived in an environment plagued by the stench of rubbish and a lack of facilities, can now enjoy a better quality of life, functioning educational facilities, and economic opportunities through more targeted support for small and medium-sized enterprises (SMEs).

Discussion

The findings indicate that PT Astra International Tbk's CSR program has contributed to the development of Kampung Berseri Astra (KBA) Keputih by integrating environmental, economic, social, and community empowerment dimensions. This approach demonstrates that CSR can go beyond philanthropic assistance by strengthening local capacity and supporting long-term tourism resource management.

Environmental initiatives have become an important foundation for destination development. The conversion of a former landfill site into a productive and visually appealing environment has increased the area's tourism potential while encouraging residents to participate in environmental management. These findings support the principle of sustainable tourism, where environmental improvement is integrated with community benefits, rather than treated as a separate activity.

The entrepreneurship pillar further demonstrates the economic dimension of CSR. Training and mentoring have encouraged residents to develop local resource-based businesses, creating opportunities for additional income. Rather than relying solely on corporate assistance, the

program encourages residents to utilize their own potential, consistent with the empowerment orientation of Community-Based Tourism (CBT).

The sustainability of this program is also influenced by community participation and stakeholder collaboration. Residents' involvement in managing environmental activities, social facilities, and local businesses strengthens their sense of ownership. Meanwhile, government recognition and support provide the institutional basis for sustaining the program. These findings suggest that sustainable CSR outcomes require collaboration between companies, communities, and government agencies.

Overall, the case of KBA Keputih demonstrates that an integrated CSR approach can support community-based tourism by linking environmental management, economic empowerment, and social development. The key factor is not the amount of corporate assistance provided, but the extent to which the program builds community capacity and enables local stakeholders to sustain the resulting benefits independently.

Conclusion

The Astra Kampung Berseri (KBA) in Keputih, Surabaya, is an example of a Corporate Social Responsibility (CSR) initiative that has successfully transformed a landfill site into a productive and competitive green environment. The success of Kampung Berseri Astra (KBA) Keputih, Surabaya, is underpinned by four key pillars—environment, entrepreneurship, education and health—which reinforce one another. The environmental pillar serves as the foundation for this transformation through greening initiatives, waste management and innovations such as the Lorong Markisa and TOGA zoning, which not only improve ecological quality but also enhance the area's aesthetic appeal as an educational tourist destination. The entrepreneurship pillar generates economic added value through the development of MSMEs based on local potential, such as passion fruit syrup, compasses and recycled crafts. Meanwhile, strengthening education and health bolsters the community's social resilience.

This success is inseparable from the active participation of residents and the support of the local government. The transformation from a slum area into a 'green village' recognised as a 'Kampung Iklim' model demonstrates that Corporate Social Responsibility (CSR),



when successfully implemented in a sustainable manner, is capable of bringing about structural changes to the community's environmental, social and economic conditions. Consequently, Kampung Berseri Astra can be positioned as a model for community-based tourism destination development, born out of well-planned and consistent Corporate Social Responsibility (CSR) practices.

Limitations and Recommendations

This study has several limitations. Firstly, the research was conducted solely at Kampung Berseri Astra (KBA) in Keputih, Surabaya; consequently, the findings only describe the implementation and impact of PT Astra International Tbk's Corporate Social Responsibility (CSR) programme at that specific location. Therefore, the results of this study cannot yet be generalised to Kampung Berseri Astra in other regions or to CSR programmes implemented by companies with different characteristics.

Secondly, this study involved informants comprising programme managers, the local community, and parties directly involved in the implementation of the CSR programme. Consequently, the findings do not fully represent the views of all stakeholders, such as the wider local government, visitors, or communities outside the Kampung Berseri Astra Keputih area who also experience the programme's impact.

Recomendation

Furthermore, this study employs a qualitative approach focused on gaining an in-depth understanding of the implementation of the CSR programme and its impact on environmental, social and economic aspects of the community. Consequently, this study has not quantitatively measured the extent to which each aspect of the CSR programme contributes to improvements in environmental quality, social welfare or the local economy.

Theoretical and Practical Contributions

This study contributes to the development of research on the implementation of Corporate Social Responsibility (CSR) based on community empowerment by demonstrating that the success of CSR programmes is not only determined by corporate contributions, but is also influenced by active community participation, collaboration with the government, and the integration of programmes across environmental, social, educational,

health and entrepreneurial aspects. These findings broaden our understanding of CSR implementation oriented towards sustainable development and enrich the literature on the role of CSR in fostering community self-reliance and well-being at the local level.

Contributions by Researchers

All authors actively contributed to every stage of the research. The first author was responsible for the conceptualisation of the research, data collection, data analysis and the drafting of the manuscript. The second author contributed to the development of the research methodology, the validation of the analysis results, and the review and editing of the manuscript. The third author was involved in supervising the research, interpreting the research findings, refining the substance of the discussion regarding the implementation of Corporate Social Responsibility (CSR) by PT Astra International Tbk at Kampung Berseri Astra (KBA) Keputih, and ensuring that the manuscript met scientific standards prior to publication. All authors have read, reviewed, and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there were no conflicts of interest in the conduct of the research, the preparation of the manuscript, or the publication of this article. The entire research process was carried out independently, without any influence from any party that might potentially affect the research results or the interpretation of the findings.

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