



## **Implementation of Triple Bottom Line-Based Corporate Social Responsibility (CSR) at Grand Inna Tunjungan Hotel Surabaya**

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### **ABSTRACT**

Hotels consume large amounts of energy and natural resources, generate waste, and interact closely with surrounding communities, which requires them to manage not only economic performance but also social and environmental impact. This study examines the implementation of Corporate Social Responsibility (CSR) based on the Triple Bottom Line (TBL) framework of people, planet, and profit at Grand Inna Tunjungan, a historic urban hotel in Surabaya, a context that remains underexplored compared with CSR studies on nature- and resort-based hotels. Using a qualitative descriptive approach with literature study and document analysis, secondary data were drawn from news reports, scientific articles, and academic books, and analyzed through content analysis and source triangulation. The findings show that Grand Inna Tunjungan has implemented CSR across all three TBL dimensions: the people dimension through inclusive social programs such as free eyeglass distribution, blood donation, and a fun walk involving elderly and disabled participants; the planet dimension through coastal clean-up and environmental education activities at Kenjeran Beach; and the profit dimension through local MSME empowerment via Semarak Pasar Legi and Kulinerun. These three dimensions function as an integrated sustainability strategy rather than isolated philanthropic activities, strengthening social legitimacy, supporting the sustainability of the surrounding tourism destination, and expanding local economic networks that together support the hotel's long-term operational sustainability.

**Keywords:** Corporate Social Responsibility, Triple Bottom Line, People, Planet, Profit.

### **Background**

Hotels, as providers of accommodation services, bear a responsibility that extends beyond providing services to guests to also cover the impacts generated by their operational activities. Hotel operations require the use of large amounts of energy and natural resources, generate

waste, and involve close interaction with the surrounding community. This condition demands business management that is directed not only at achieving economic profit but also at social aspects and environmental sustainability. Elkington (1998, as cited in Yudhistira et al. [1]) introduced the Triple Bottom Line concept, which emphasizes a balance between profit, planet, and people. Through the Triple Bottom Line concept, it is explained that the success of an organization is no longer measured solely by profit achievement, but also by its contribution to environmental preservation (planet) and community welfare (people).

The implementation of Corporate Social Responsibility (CSR) based on these three elements is important for the hospitality industry because hotels do not operate separately from their surrounding environment and community. In carrying out their operations, hotels continuously consume large amounts of natural resources, generate waste, and interact intensively with local communities. If these impacts are not managed properly, the sustainability of the hotel business itself may be threatened, both in terms of social legitimacy, community trust, and the preservation of the tourist attraction that serves as the main pillar of the hospitality industry. From the perspective of stakeholder theory, companies are not only responsible to shareholders but also to all stakeholders, including employees, consumers, and the surrounding community. Therefore, the implementation of Triple Bottom Line-based CSR can no longer be viewed as a voluntary philanthropic activity, but rather as a long-term business strategy that supports the sustainability of company operations while strengthening the reciprocal relationship between the hotel and its social environment.

Various previous studies have examined how this concept is applied in hospitality business practice. A study conducted by Yudhistira et al. [1] on the implementation of



the Triple Bottom Line Accounting concept at Hotel X, a five-star hotel in the Nusa Dua area of Bali, shows that the company has implemented all three Triple Bottom Line dimensions comprehensively through various sustainability programs in each department. The planet aspect is realized through waste management, energy efficiency, and cooperation with third parties in wastewater management. The people aspect is realized through donations to the local indigenous community and cooperation with social foundations and educational institutions, while the profit aspect is reflected in the hotel's economic sustainability, which remained maintained despite challenges such as the Covid-19 pandemic. The study also found that the costs of environmental and social activities were charged as part of the hotel's operational expenses, without any separate special financial reporting.

In line with this, the study by Setiawan and Muharis [2], which analyzed the implementation of Corporate Social Responsibility (CSR) at three hotels in the Gili Trawangan area, Lombok, found that the implementation of social responsibility had generally fulfilled all three elements, namely social (people), environmental (planet), and economic (profit). However, this study also revealed that most CSR activities were still carried out based on certain momentums, such as the hotel's anniversary, religious holidays, or extraordinary events such as natural disasters, so that their implementation had not yet become fully part of a planned and sustainable strategy.

Meanwhile, the study by Septiyaningsih and Suharto [3] on the role of Corporate Social Responsibility (CSR) in sustainable tourism development at Melati Bintan Resort shows that integrated CSR implementation is able to provide a positive impact on the preservation of local culture, environmental protection, and the economic empowerment of the surrounding community. The study emphasizes that CSR practices carried out consistently not only enhance the company's image but are also able to attract tourists who care about sustainability issues, although it is also noted that there is still room for improvement and innovation so that the resulting impact can be broader and more comprehensive.

Based on these three studies, it can be seen that the implementation of Triple Bottom Line-based CSR has been widely examined in hotels in nature-based tourism areas and resorts, such as Bali, Lombok, and Bintan, which generally share the characteristics of nature-based destinations with relatively similar environmental

challenges. However, research on the implementation of Triple Bottom Line-based CSR at hotels in urban tourism areas remains very limited. In fact, hotels in urban areas face different challenges compared to resort hotels, particularly in terms of waste management with limited land availability, energy efficiency at a higher scale of operations, and social interaction with urban communities that have more complex dynamics and interests.

The City of Surabaya, as the second largest metropolitan city in Indonesia, has a rapidly developing hospitality industry, driven by business, government, and historical tourism activities. One hotel with significant historical value and a strategic location in the city center is Grand Inna Tunjungan. As a hotel operating in an urban area with high historical value, Grand Inna Tunjungan not only functions as a business entity but also as part of the city's social and environmental ecosystem. Therefore, a study on the implementation of Triple Bottom Line-based CSR at Grand Inna Tunjungan is important to conduct, in order to fill the research gap that has so far focused on nature-based tourism hotels, while also providing a new perspective on how the concepts of people, planet, and profit are implemented in the context of an urban hotel with its own distinct characteristics and challenges.

Thus, it is important to examine the implementation of Corporate Social Responsibility (CSR) at Grand Inna Tunjungan from the perspective of actual practice and its impact. Based on the description above, this research becomes important to conduct. The research questions that will be the focus of this study are: (1) How is the implementation of Triple Bottom Line-based Corporate Social Responsibility (CSR) at Grand Inna Tunjungan Hotel? (2) How does the implementation of Corporate Social Responsibility (CSR) affect the sustainability of the hotel's operations?

## **Literatur Review**

### ***Corporate Social Responsibility (CSR)***

Corporate Social Responsibility (CSR) is a concept that emphasizes a company's responsibility for the social and environmental impacts generated by its business activities. CSR is no longer viewed as an additional activity, but rather as part of a hotel's operational sustainability strategy. Fonseca and Carnicelli [4] define CSR as a form of corporate commitment to integrating social and environmental concern into business activities and interactions with stakeholders. This definition confirms



that CSR does not stand separately from business operations, but is embedded in every decision-making process and in the company's relationship with its surrounding environment.

In the context of the hospitality industry, CSR is understood as a corporate commitment to creating a balance between economic profit, social welfare, and environmental sustainability. Yudhistira et al. [1] affirm that in the tourism and hospitality industry, CSR serves as the foundation of sustainability practice that connects business activities with a broader responsibility toward society and the environment. In line with this, Setiawan and Muharis [2] state that companies no longer focus solely on the profit dimension, but also on the people and planet dimensions, known as the Triple Bottom Line (TBL) framework. Thus, CSR in the hospitality sector is no longer viewed as an additional activity or mere philanthropy, but as an integral part of a long-term operational sustainability strategy.

#### ***Triple Bottom Line Theory (People, Planet, Profit)***

The Triple Bottom Line (TBL) concept was first introduced by Elkington (1998, as cited in Yudhistira et al. [1]) as a corporate performance evaluation framework that measures success not only in financial terms, but also in terms of its contribution to social and environmental dimensions. Fonseca and Carnicelli [4] explain that the Triple Bottom Line (TBL) prioritizes a balance between the social (people), environmental (planet), and economic (profit) aspects as a reference for assessing an organization's overall performance.

The people dimension within the Triple Bottom Line (TBL) framework covers the company's efforts to improve the welfare of employees and the community around its operational area. The planet dimension covers waste management practices, energy efficiency, and natural resource conservation. Meanwhile, the profit dimension does not merely refer to the company's financial gain, but also to the creation of sustainable economic value for all stakeholders in the long term.

Yudhistira et al. [1] state that the implementation of the Triple Bottom Line (TBL) encourages companies not only to pay attention to financial profit, but also to consider the environmental and social impacts of each of their business activities. This shows that the Triple Bottom Line (TBL) functions both as an evaluation framework and as a norm in responsible business management. In the context

of the hospitality industry, Triple Bottom Line (TBL) implementation is realized through various sustainability programs integrated into the hotel's operational policies, so that the concepts of people, planet, and profit are not merely theoretical but can be applied concretely in daily business practice.

#### ***Previous Research***

A study conducted by Yudhistira et al. [1] revealed that the implementation of the Triple Bottom Line (TBL) principle in the hospitality sector can increase corporate awareness of the social and environmental impacts of their operational activities. The study concluded that combining the elements of people, planet, and profit can strengthen a hotel's sustainability efforts through environmental programs, community empowerment, and more responsible business economic management.

In line with these findings, a study conducted by Setiawan [2] revealed that the implementation of Corporate Social Responsibility (CSR) in the hospitality sector is closely related to the development of sustainable tourism. This study highlighted that CSR activities not only have a positive effect on the company's image, but also play a role in improving the welfare of the local community and preserving the local environment.

A study by Fonseca and Carnicelli [4] shows that a sustainable approach based on the Triple Bottom Line (TBL) is a crucial foundation in assessing company performance, particularly in the hospitality sector, which has a significant social and environmental influence. Studies on CSR in the context of sustainability also indicate that companies that incorporate social responsibility into their business planning often show better organizational performance.

Based on previous research, it can be concluded that the implementation of Corporate Social Responsibility (CSR) is indeed very much needed in the hospitality industry; however, these studies also show that reporting on corporate social responsibility has not always been consistent with actual practice in the field. These studies indicate a gap between the documentation of CSR implementation and the actual effects felt by the community.

Therefore, a more in-depth reanalysis of CSR practices in the hospitality industry is needed, particularly at hotels in urban areas. Studies on the implementation of Triple Bottom Line (TBL)-based CSR at urban hotels remain



relatively scarce. Previous research has focused more on nature-based tourism hotels and resorts. Meanwhile, hotels located in urban areas face different challenges related to environmental management and social relations with the local community.

Based on various previous studies, it can be concluded that a research gap still exists regarding the in-depth implementation of Triple Bottom Line (TBL) -based CSR at a specific urban hotel. This gap is the main reason for this study.

### Research Method

This study uses a descriptive qualitative approach with a literature study method and document analysis. The qualitative approach was chosen because the study aims to understand and interpret the implementation of Corporate Social Responsibility (CSR) within a conceptual context and through practices reported in various written sources. The literature study allows the researcher to examine theories, concepts, and findings of previous research as a basis for analysis. Document analysis was used to examine information sourced from news, scientific articles, and books relevant to the implementation of CSR. This approach helped the researcher obtain a comprehensive picture of the hotel's CSR practices based on available secondary data. Thus, this study did not involve direct field data collection, but rather focused on the interpretation of credible written sources.

This study uses secondary data obtained from various written sources. The main data comes from news regarding practices and activities related to Corporate Social Responsibility (CSR) at Grand Inna Tunjungan hotel. The news was used to describe the implementation of social, environmental, and economic programs disseminated to the public. In addition, the data was strengthened by scientific articles discussing CSR, sustainability, and the Triple Bottom Line (TBL) concept in the tourism and hospitality industry. Scientific articles served as a theoretical basis and a point of comparison with previous research. Academic books were used as conceptual references to strengthen the theoretical framework and analysis of the study.

Data collection was carried out through documentation study and literature review. The researcher identified news relevant to the implementation of the hotel's Corporate Social Responsibility (CSR) through credible online media. Scientific articles were collected from academic journals discussing CSR and sustainability in the hospitality sector.

Academic books were selected based on their relevance to the concepts of CSR and the Triple Bottom Line (TBL). All sources were classified based on the people, planet, and profit dimensions to facilitate analysis. The data selection process was carried out by considering source credibility, topic relevance, and relevance to the research objectives.

Data analysis was conducted using the content analysis method. This technique was used to identify themes, patterns, and meanings related to the implementation of the hotel's CSR. The classified data was analyzed based on the Triple Bottom Line (TBL) framework. The people dimension was used to examine social aspects such as community empowerment and workforce welfare. The planet dimension assessed environmental management practices reported in news and literature. The profit dimension was used to examine the economic contribution and sustainability of the hotel's business.

Data validity was maintained through source triangulation, namely comparing information from news, scientific articles, and academic books. This approach aims to ensure information consistency and strengthen research interpretation. The use of various sources helped minimize bias and increase the credibility of the findings. In addition, the researcher analyzed the sources to ensure their relevance. Thus, the research results are expected to have a strong academic foundation.

### Results and Discussion

#### *People Dimension*

Grand Inna Tunjungan's CSR implementation in the people dimension focuses on the company's contribution to social welfare and community development. In this context, Grand Inna Tunjungan demonstrates CSR practices oriented toward social service and improving the community's quality of life. One concrete form of this CSR implementation is the Legacy of Inclusion: Bright Eyes & Blood Donation program, held in commemoration of the hotel's anniversary. This program was carried out through collaboration with a social organization to distribute free eyeglasses and hold a blood donation drive aimed at specific community groups, including online motorcycle-taxi drivers and media crew.

“Through the Bright Eyes and Blood Donation program... distributing 1,000 free pairs of eyeglasses and holding a blood donation drive... with the aim of raising health awareness while



fostering social solidarity.” (Sofyan [5])

This activity reflects the company's concern for public access to health care and strengthens the social relationship between the hotel and the local community. In addition, this program is positioned as part of an effort to create an inclusive social space.

“This activity... demonstrates Grand Inna Tunjungan's dedication to building a space that is friendly, equal, and inclusive for all levels of society.” (Deni [6])

Through this approach, Corporate Social Responsibility (CSR) functions not only as a philanthropic activity, but as a social sustainability strategy that strengthens the company's role as a community partner. The people dimension of the Triple Bottom Line (TBL) framework is evident in how the company seeks to improve social welfare, expand access to health services, and build community solidarity.

The reinforcement of the people dimension is also seen through the Fun Walk event titled “A Legacy of Inclusion: One Step A Thousand Smiles, New Horizon,” which forms part of a series of celebrations themed “The Legend of Service Excellence in Indonesian Hospitality.” This activity was initiated as a concrete manifestation of social concern and commitment to inclusivity. The event, held to coincide with the Car Free Day activity in the Tunjungan area, involved more than 300 elderly and disabled participants with facilitation from BKKKS East Java.

Participants received support in the form of health facilities, refreshments, and space for expression through art performances and creative activities, so that the event was not only recreational in nature but also strengthened the self-confidence and social participation of vulnerable groups. The involvement of the disabled and elderly community shows that the hotel's CSR is directed toward creating an equitable social space, in which the hospitality sector acts as a driver of collective happiness and social empowerment.

### ***Planet Dimension***

Meanwhile, the implementation of the planet dimension in Grand Inna Tunjungan's CSR focuses on the company's responsibility for environmental preservation. The CSR practices carried out by Grand show that the company pays attention not only to internal operational aspects, but also contributes to the sustainability of the surrounding tourism area. The clean-up action at Kenjeran

Beach, initiated by Grand Inna Tunjungan together with the Casa Grande East Java community, is a concrete example of the hospitality sector's involvement in preserving the tourism environment.

“This clean-up action is also a form of corporate social responsibility (CSR) that is always carried out routinely... while also educating the local community to jointly keep the area cleaner and tidier.” (Casa Grande Jatim [7])

This activity involved hundreds of participants who cleaned up the beach area while also providing education to the local community on the importance of environmental cleanliness. This effort was reinforced by the provision of waste bins in the tourism area as a long-term waste management measure. The consistency of this environmental program is reflected in the repetition of similar activities the following year as part of a series of events commemorating the hotel's anniversary.

“This activity is a form of concern for the environment and the community, and aims to build awareness among the surrounding community about the importance of cleanliness for environmental preservation.” (Manager of Grand Inna Tunjungan [8])

### ***Profit Dimension***

Next, the implementation of the profit dimension within Grand Inna Tunjungan's CSR framework emphasizes the company's economic contribution to the local community without neglecting business sustainability. In practice, the company positions itself as a facilitator of local economic growth through the empowerment of micro, small, and medium enterprises (MSMEs). One program that demonstrates this is the organizing of Semarak Pasar Legi III, which provides promotional and marketing space for local products.

“Grand Inna Tunjungan once again presents Semarak Pasar Legi... while supporting the growth of local MSMEs... providing new marketing space for small business operators.” (HIG.id [9])

In addition, the implementation of the Kulinerun 2023 activity is also a form of Grand Inna Tunjungan's support for the program to strengthen the region's creative economy through the involvement of culinary MSME operators.

“Kulinerun 2023... involved local culinary MSME operators as part of the effort to strengthen the local economy.” (Afifah [10])



These two programs show that the profit dimension of CSR is not only aimed at improving the company's image, but also at expanding market access and economic opportunities for the community. Thus, the profit dimension is understood as an effort to create shared economic value between the company and the local community.

Based on the discussion of the three CSR dimensions of people, planet, and profit, Grand Inna Tunjungan demonstrates an integrated social responsibility strategy that supports the sustainability of the hospitality sector. The implementation of Triple Bottom Line (TBL)-based CSR carried out by Grand Inna Tunjungan shows a direct link to the sustainability of the hotel's operations.

Social programs strengthen legitimacy and community trust, which plays a role in maintaining long-term relationships with the surrounding community. Environmental initiatives support the sustainability of the tourism destination that serves as the main foundation of hospitality sector operations. Meanwhile, local economic empowerment expands partnership networks and strengthens a mutually beneficial business ecosystem.

The synergy of these three aspects creates sustainable value that not only enhances the company's image, but also maintains the hotel's operational stability in the long term. Thus, Corporate Social Responsibility (CSR) does not function as an additional activity, but rather as a sustainability strategy integrated into the company's operational practices.

## Conclusion

Based on the results of the study, it can be concluded that the implementation of Triple Bottom Line (TBL)-based Corporate Social Responsibility (CSR) at Grand Inna Tunjungan Surabaya has been carried out comprehensively across the three aspects of people, planet, and profit. In the people aspect, the hotel runs social programs focused on improving welfare and inclusivity for the community, particularly for the elderly and persons with disabilities. In the planet aspect, the hotel demonstrates its dedication to environmental preservation through clean-up activities in tourism areas and education for the coastal community of Kenjeran Beach regarding environmental cleanliness. Meanwhile, in the profit aspect, the hotel is active in empowering local micro, small, and medium enterprises (MSMEs) through various creative economic activities.

This implementation of CSR functions not only as a

philanthropic activity, but also as part of the hotel's operational sustainability plan. The combination of the three Triple Bottom Line (TBL) aspects at Grand Inna Tunjungan has an impact on improving social standing, protecting the sustainability of the tourism destination environment, and generating economic value that benefits the surrounding community. Thus, Triple Bottom Line (TBL) based CSR is proven to play a role in maintaining the hotel's operational sustainability over a long period of time.

## Limitations and Recommendations

### Limitations

This study has several limitations. First, it relies solely on secondary data obtained from news reports, scientific articles, and academic books without involving primary data collected through interviews or direct observation. As a result, the findings are limited to documented CSR activities and may not fully capture the actual implementation process or stakeholders' perceptions. Second, the study focuses on a single urban hotel, Grand Inna Tunjungan Surabaya, limiting the generalizability of the findings to other hospitality contexts.

### Recommendations

Future research is recommended to apply empirical methods through interviews and direct observation to gain a more in-depth picture of the actual impact of CSR programs on the community. In addition, hotels in other urban areas can also be used as comparative research objects to broaden the study of Triple Bottom Line (TBL)-focused CSR in Indonesia's hospitality sector.

## Theoretical and Practical Contributions

This study contributes theoretically by enriching the literature on Corporate Social Responsibility (CSR) and the Triple Bottom Line (TBL) framework within the context of urban hospitality, an area that has received relatively limited attention compared with resort and nature-based hotels. The findings demonstrate that the integration of the people, planet, and profit dimensions functions not merely as philanthropic activities but as a comprehensive sustainability strategy that supports long-term organizational sustainability. Practically, this study provides insights for hotel managers, tourism practitioners, and policymakers regarding the importance of integrating social, environmental, and economic responsibilities into



hotel operations. The CSR practices implemented by Grand Inna Tunjungan illustrate how community empowerment, environmental conservation, and support for local MSMEs can simultaneously strengthen stakeholder trust, enhance corporate reputation, and contribute to sustainable tourism development.

#### **Contributions by Researchers**

Variska Dwi Wahyuni contributed to the conceptualization of the study, data collection, data analysis, and preparation of the original manuscript. Aa'isyah Ning Hastuti Putri Susilo contributed to the review and editing of the manuscript. Bambang Suharto and Yuniawan Heru Santoso contributed through supervision, providing academic guidance, and reviewing the manuscript. All authors have read and approved the final version of the manuscript..

#### **Conflict of Interest**

The author declares that there is no conflict of interest in the conduct of the research, the preparation of the manuscript, or the publication of this article. The entire research process was conducted independently, without any influence from any party that could potentially affect the results or interpretation of the research.

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#### **ETHICAL APPROVAL**

This study is a qualitative literature and document analysis based entirely on secondary data (news reports, scientific articles, and academic books) and did not involve direct interaction with human participants; therefore, no institutional ethical approval was required.

#### **INFORMED CONSENT**

As this study relied solely on secondary, publicly available written sources rather than direct participant involvement, no informed consent procedure was applicable.

#### **DATA AVAILABILITY**

The data used in this study are secondary data derived from publicly available news articles, scientific articles, and academic books, all of which are listed in the reference list. Further information is available from the corresponding

author upon request.

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