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CORPORATE SOCIAL RESPONSIBILITY STRATEGY IN THE HOSPITALITY INDUSTRY: A CASE STUDY OF GAIA COSMO HOTEL

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Abstract

This study aims to analyze Corporate Social Responsibility (CSR) strategies in the hospitality industry, with a case study on GAIA Cosmo Hotel. CSR is an important concept in modern business, involving corporate responsibilities towards the environment and surrounding communities. GAIA Cosmo Hotel, as part of the rapidly growing hospitality industry, implements various CSR strategies to enhance corporate reputation and deliver positive impacts on the environment and local communities. This research employs a qualitative method with a case study approach. Data were collected through in-depth interviews with hotel management and analysis of company documents. The study seeks to gain a deeper understanding of the motivations for CSR, CSR practices, and the impact of CSR practices implemented by GAIA Cosmo Hotel. Several key findings emerged from this research. First, the primary motivation for GAIA Cosmo Hotel in implementing CSR is to maintain good relations with the local community and facilitate business operations. Second, the hotel's CSR practices are divided into two categories: thematic CSR practices and regular CSR practices. Third, the implementation of CSR at GAIA Cosmo Hotel has a positive impact on the relationship between the company and the community. This research is expected to provide insights for other hospitality companies in designing and implementing holistic and sustainable CSR programs.

Keywords: *Corporate Social Responsibility (CSR), GAIA Cosmo Hotel, Hospitality Industry, Image.*

INTRODUCTION

Corporate image is defined as the perceptions, beliefs, ideas, and impressions that reside in customers' memories when they hear the company's name (Kurniasih et al., 2019). Understanding that a company's success is not only dependent on the quality of products or services offered but also on the skill in building a corporate image is crucial.

Image is a crucial aspect of the hospitality industry. A hotel's image can influence guests' perceptions and decisions, whether to stay or use other facilities provided by the hotel. A positive image can attract more guests and increase their loyalty. Conversely, a negative image can reduce the number of guests and damage the hotel's reputation. Therefore,

building and maintaining a good image is extremely important. This can be achieved through quality service, adequate facilities, and positive interactions between hotel staff and guests (Suprina et al., 2022).

This research focuses on examining Corporate Social Responsibility (CSR) approaches within the hospitality sector, specifically through a case study of GAIA Cosmo Hotel. CSR represents a critical aspect of contemporary business practices, emphasizing corporate obligations toward environmental sustainability and community engagement.

Thus, a hotel's image can be a key factor in the success of the hospitality business. In the hospitality industry, an image can be shaped and is controlled by the company. Typically, companies have a specific unit or division

dedicated to this task, known as the Public Relations Officer (PRO) unit. A PRO is an individual who leads a department or section in the field of public relations, responsible for maintaining and enhancing the company's image (Hendrarto & Ruliana, 2019).

In forming a company's image or image within the hospitality industry, companies typically have several options, such as promoting through large-scale advertising, public service announcements, and among these methods is a program called CSR (Corporate Social Responsibility). CSR (Corporate Social Responsibility) is a company's effort to give back to the community and the environment in which they operate (Rahmawati et al., 2020).

CSR functions as a strategic tool that enhances the company's image while promoting customer loyalty and trust, which ultimately can contribute to the long-term success and sustainability of the company (Nadiawati & Budiasih, 2021).

The implementation of CSR is recognized as a beneficial step in the hospitality industry. It is not just about providing benefits to society, but also about building strong relationships with customers. When a hotel implements effective CSR practices, they not only enhance their brand image but also foster trust and commitment.

This CSR initiative is notable because CSR programs are mandated by Law No. 40 of 2007 concerning Limited Liability Companies, making CSR activities a compulsory requirement for every company. This is stipulated in Article 74, which mandates every company engaged in activities related to natural resources to fulfill social and environmental responsibilities, enforceable through a judicial review petition to the Constitutional Court.

By implementing Corporate Social Responsibility (CSR) effectively, companies can demonstrate their commitment to sustainable social and environmental development. Success in implementing CSR programs also creates added value for stakeholders, including

employees, customers, and the local community (Kadek et al., 2018). Therefore, the implementation of CSR has an impact on the company's value.

There is a hospitality industry entity known as GAIA Cosmo Hotel that implements CSR. GAIA Cosmo Hotel is a four-star hotel located in Yogyakarta, offering modern and comfortable facilities and services. It is a boutique hotel characterized by architectural, interior, and modern industrial art designs with touches of local culture. Embracing an industrial concept that incorporates elements of wood, iron, and some unfinished building touches, GAIA Cosmo Hotel has sparked the interest of researchers to discuss its CSR (Corporate Social Responsibility) strategies.

Prior to conducting this research, using the Publish or Perish application with the keyword CSR (Corporate Social Responsibility), I identified over 1000 research papers published in the last 5 years from 2018 to 2023. From the numerous papers available, I selected the top 5 based on citation counts.

The first manuscript titled "A bibliometric analysis of corporate social responsibility in sustainable development," authored by N. Ye, T.B. Kueh, L. Hou, Y. Liu, and H. Yu in 2020 in the *Journal of Cleaner Production*, conducts a bibliometric analysis of literature related to corporate social responsibility (CSR) in the context of sustainable development. This study identifies trends, patterns, and relationships in CSR research, highlighting significant contributions to the field. The research also explores how CSR interacts with concepts such as competitiveness and sustainability, providing new insights into how companies can integrate CSR practices into their business strategies to achieve sustainable development goals (Ye et al., 2020).

The second manuscript titled "A conceptual model of corporate social responsibility dimensions, brand image, and customer satisfaction in Malaysian hotel industry," authored by A. Mohammed and B.

Rashid in 2018 in the *Kasetsart Journal of Social Sciences*, develops a conceptual model to elucidate the relationships among corporate social responsibility (CSR) dimensions, brand image, and customer satisfaction in the Malaysian hotel industry. This model suggests that CSR dimensions can positively influence customer satisfaction, with brand image acting as a mediator in this relationship. The research emphasizes the importance of CSR in competitiveness and company sustainability, particularly because CSR impacts customer satisfaction. However, there remains a scarcity of studies examining the relationship between CSR dimensions (economic, philanthropic, legal, and ethical) and customer satisfaction, particularly in the Malaysian hotel sector (Mohammed & Rashid, 2018).

The third manuscript titled "A corporate case study: The application of Rokeach's value system to corporate social responsibility (CSR)," authored by N. Farcane, D. Deliu, and E. Bureană, published in 2019 in the journal *Sustainability*, explores the application of Rokeach's Value System to CSR values at Continental Corporation. This study starts from the assumption that CSR values cannot be effectively communicated if these values are not naturally integrated into the company's identity. Using Rokeach's Value System (1973), the research compares data provided by Continental online to determine whether the ideal corporate values presented by the company align with the actual values, particularly concerning CSR values. Based on the integrated CSR development model by Maon et al. (2010), this analysis reveals that although Continental Corporation strategically and systematically engages with CSR concepts, the established CSR values do not fully align with the actual corporate values (Farcane et al., 2019).

The fourth manuscript titled "A critique of corporate social responsibility in light of classical economics," authored by S. Ahluwalia, published in 2022 in *AMS Review*, evaluates corporate social responsibility (CSR) from the

perspective of classical economics. This article critiques the application of CSR that does not consider the principles of classical economics, which emphasize profit maximization for shareholders. Drawing on classical economic thinkers such as Adam Smith, Theodore Levitt, and Milton Friedman, the author elucidates how blind adherence to CSR can conflict with the foundations of classical economics. This research also discusses the impact of CSR on the liberal economic system and corporate structure concerning property rights, individual freedom, separation of government and business, and accountability, supporting Gaski's stance on these issues (Ahluwalia, 2022).

The fifth manuscript titled "A Literature Review of the History and Evolution of Corporate Social Responsibility," authored by MA Latapí Agudelo and L Jóhannsdóttir, published in 2019 in the *International Journal of Corporate Social Responsibility*, provides a unique historical perspective on the evolution of CSR as a conceptual paradigm. Through a comprehensive literature review, this research explores the academic contributions and public events that have shaped the understanding and definition of CSR. Findings indicate that the understanding of corporate responsibility has evolved from mere profit generation to a broader set of responsibilities, with the latest belief being that a company's primary responsibility is the creation of shared value. The study also highlights that as social expectations regarding corporate behavior change, the concept of CSR evolves accordingly. This research offers insights for future academic inquiries into how CSR can help meet contemporary social expectations in achieving shared value as a primary business goal (Latapí Agudelo et al., 2019).

What sets this study apart from previous research is its in-depth and contextual perspective on CSR within the hospitality industry in Indonesia. Employing a case study approach, this research highlights unique CSR practices at GAIA Cosmo Hotel, illustrating how

3 CSR can be integrated into hotel operations to enhance customer satisfaction and business performance.

This study differs from earlier research due to its geographical focus, contemporary methodology, theoretical framework, and provision of new insights relevant to the development of effective and sustainable CSR strategies in the hospitality sector. Therefore, the researcher considers this study worthwhile.

Therefore, every practitioner, particularly those in the hospitality industry, must understand the concept of ideal image-building as articulated by various experts.

24 The image theory proposed by Frank Jefkins is a key concept in the field of public relations that plays a crucial role in shaping the perception and reputation of an organization or company in the eyes of the public. This concept highlights the importance of the interaction between messages conveyed by the organization and the perceptions formed in the minds of individuals or society as determinants of an organization's image (Jefkins, 2018). In this context, image is not solely determined by what the organization communicates, but also by how the message is received, understood, and interpreted by message recipients, including consumers, employees, investors, or the general public.

11 In Jefkins' view, an organization's image reflects the overall experiences and interactions it has with the public. This encompasses everything from the products or services provided to the quality of customer service, ethical policies, corporate social responsibility, and various other aspects that can influence public perception. Therefore, an organization's image is the outcome of the total communication interactions and experiences that the public undergoes with that organization (Jefkins, 2018).

Consistency in communication is a key aspect in Jefkins' theory of image. Messages conveyed by an organization should align consistently with its values, goals, and overall identity. Consistent communication helps build

trust and reinforce a positive image of the organization in the eyes of the public. Conversely, inconsistencies in organizational messages can damage its image and create confusion among the public (Dewi & Suherman, 2022).

In addition to consistency, honesty and transparency are also fundamental principles in building a positive image according to Jefkins' theory. Organizations need to be truthful in conveying information to the public, especially regarding products or services offered, financial performance, and the social or environmental impacts of their operational activities. By being transparent, organizations can gain public trust and build stronger relationships with their stakeholders (Dewi & Suherman, 2022).

Furthermore, understanding and addressing the needs and interests of stakeholders are also central in Jefkins' image theory. Organizations should consider the expectations and aspirations of the public in every decision and action they take. By meeting public expectations and accommodating stakeholder interests, organizations can strengthen their image as responsible entities that care about community needs.

In the current digital and social media era, managing organizational image has become increasingly complex and challenging. Information can easily spread widely and swiftly across various social media platforms, and every action or decision taken by an organization can quickly become public discourse. Therefore, it is crucial for organizations to have effective and responsive communication strategies to manage their image optimally (Nugroho J. Setiadi, 2023).

In conclusion, Frank Jefkins' image theory underscores the importance of consistent, honest, and transparent communication in building and reinforcing an organization's image in the eyes of the public. Organizations need to understand that their image is not solely determined by what they say, but also by their actions and how the public interprets their

actions and decisions. By adhering to these principles, organizations can foster better relationships with the public, gain stronger trust, and strengthen their position in the market.

Based on the various points discussed above, the research question addressed in this publication is: What are the Corporate Social Responsibility (CSR) strategies in the hospitality industry? A case study of GAIA Cosmo Hotel.

METHOD

This research employs a qualitative approach using a case study method to comprehensively understand a specific phenomenon in depth. Case study methodology was chosen for its ability to delve into the context, processes, and interactions that occur within a specific and limited situation. This approach is highly relevant when researchers seek to gain a rich and deep understanding of a complex phenomenon that cannot be quantitatively measured. In this study, the primary focus is on a unique and specific context, where the researcher aims to explore and analyze the complex dynamics that unfold within it (Sugiyono, 2018).

Data in this study were collected through various comprehensive qualitative techniques. In-depth interviews were used to explore participants' perspectives and experiences in detail. Through these interviews, researchers could obtain rich information about the views, thoughts, and feelings of the research subjects regarding the phenomenon under study. The interviews were conducted face-to-face with a flexible question guide, allowing researchers to adjust questions based on participants' responses. This facilitated a more natural interaction and enabled participants to express their views freely and in depth (Anggito & Setiawan, 2018).

In addition to interviews, participatory observation also served as a primary technique for data collection. In participatory observation, the researcher directly engages in the environment or context where the phenomenon

occurs. This approach allows the researcher to observe natural interactions, behaviors, and dynamics that unfold. Observational methods enable researchers to gain a more realistic understanding of how the phenomenon operates within its original context. Data obtained from observation often provide insights that cannot be gleaned from interviews alone, as researchers can witness how participants interact and react in real-life situations (Rijali, 2019).

Document analysis was also employed as one of the data collection techniques in this study. Relevant documents related to the phenomenon under investigation, such as reports, archives, records, and other materials, were analyzed to gather additional information that enriches understanding of the context and background of the phenomenon. These documents provide important historical and contextual perspectives that aid in understanding the dynamics at play (Sugiyono, 2018).

After data collection, the next step is data analysis. In qualitative research, data analysis often occurs iteratively and concurrently with the data collection process. The collected data are analyzed through a coding process, where the data are organized into specific categories or themes. This coding process is systematically conducted to identify patterns, relationships, and meanings that emerge from the data. Thematic analysis is employed to identify key themes that arise from the data and to understand how these themes are interconnected (Sugiyono & Lestari, 2021).

One of the primary strengths of the case study approach is its ability to delve into rich and complex details about a phenomenon. By focusing on one or a few related cases, researchers can explore various aspects of the phenomenon in depth. This allows researchers to grasp nuances that might be overlooked in broader or quantitative research approaches. Case studies also enable researchers to depict processes unfolding over time and to understand

how various factors interact within specific contexts.

In the context of this research, a case study provides deep insights into how specific factors interact within a particular context, illustrating the processes and outcomes of the phenomenon under investigation. This study aims not only to describe what happens but also to explore why and how it occurs. Through this qualitative approach, researchers can uncover richer and more contextual meanings, presenting findings that contribute significantly to the development of theory and practice in relevant fields.

Furthermore, the qualitative approach using a case study method allows for flexibility in research. Researchers can adjust the focus and data collection methods according to the needs and dynamics that emerge during the research process. This flexibility enables researchers to respond to changing situations and explore unforeseen aspects. Thus, this study can provide a more comprehensive and in-depth understanding of the phenomenon under investigation.

In conclusion, qualitative research using the case study method offers a highly effective

approach to understanding complex phenomena within specific contexts. Through diverse data collection techniques such as in-depth interviews, participatory observation, and document analysis, researchers can gain rich and profound insights. Systematic and iterative data analysis enables researchers to identify key themes and significant relationships. The findings from this study can provide important contributions to theory and practice, as well as a deeper understanding of the researched phenomenon.

The first step in this qualitative research on CSR conducted in this study involved conducting in-depth interviews with hotel staff who are involved with the research theme. These interviews provided detailed insights into their thoughts, motivations, the practices of CSR implementation within the company, and the resulting impacts.

The interviewees in this research are representatives from GAIA Cosmo Hotel. Interviews were conducted with hotel staff members who are involved in relevant departments.

Table 2. List of Interviewees

LIST OF INTERVIEWEES				
Code	Position	Highest Education	Length of Employment	Gender
I1	HR Staff	bachelor's degree	3 Years	Male

Source. Data obtained from GAIA Cosmo Hotel

Therefore, for example, code I1 signifies the HR Staff informant. The informant code will be placed at the end of each significant quotation included in the discussion. The abundance of statements conveyed by similar informants indicates the significance of these statements in revealing the researched phenomenon. However, a single statement from an informant can also be significant if captured during the interview. These notes are considered sufficient as all key

issues, statements, and opinions from those interviewed were given the opportunity to review the notes and interview transcripts that were created. Thus, the validity of the interview notes and transcripts can be expected. The duration of interviews ranged from 30 minutes. The interviews were conducted in the Indonesian language.

In addition, this study also involves participatory observation, where researchers

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directly engage in the company's CSR activities to gain a better understanding of the implementation of CSR programs and their direct impact on the community. Document analysis also serves as a crucial method in this qualitative research, where researchers analyze sustainability reports, company policies, and other publications to trace the history and evolution of corporate CSR strategies, as well as to identify patterns and trends in CSR practices.

Furthermore, the use of focus groups can also provide valuable insights into diverse perceptions and experiences related to CSR. Through the combination of these methods, qualitative research on CSR offers a profound understanding of corporate CSR practices and can significantly contribute to the development of more sustainable and responsible CSR practices in the future.

FINDING AND DISCUSSION

Overview of GAIA Cosmo Hotel

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GAIA Cosmo Hotel is a 4-star hotel located at Jl. Colombo No. 07 Samirono, Caturtunggal, Depok, Sleman Yogyakarta. It is characterized as a boutique hotel due to its distinctive thematic elements such as modern architectural design, interior décor, and art with a touch of local culture. Embracing a retro concept with repeated circular motifs and colors of black and wood, the designers aim to capture the essence of Yogyakarta's batik colors dominated by black, brown, and white. Established in 2017, GAIA Cosmo Hotel features 179 rooms and 8 meeting rooms. It is a popular destination for both young people and families. Infused with modernity and simplicity, GAIA Cosmo Hotel showcases five contemporary art installations created by local artists from Yogyakarta to enhance various areas.

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GAIA Cosmo is the second brand in the GAIA Hotels and Resorts portfolio, catering to urban travelers who are technology-savvy, modern, and appreciate good design and technology. As a 4-star hotel, its new concept sets it apart from others in its class, with a focus on

food & beverage offerings that appeal to both local guests, out-of-town visitors, and international tourists alike. GAIA Cosmo Hotel, located in Yogyakarta, blends modernity with tradition. The name "GAIA" originates from Greek mythology, meaning "Mother Earth".

The vision of GAIA Cosmo Hotel is to offer the best-in-class functional design, architecture, and simple services at an affordable price, while maintaining the GAIA brand values. Like all properties within GAIA, GAIA Cosmo aims to inspire and deliver enjoyable experiences.

The value of GAIA Cosmo Hotel is "Smart Simplicity," a concept focused on problem-solving. The presence of GAIA Cosmo Hotel aims to provide solutions to existing hospitality challenges. As we all know, Yogyakarta is located in the heart of Java Island and serves as a pit stop for tourists. Yogyakarta is a province renowned for its cultural richness, attracting tourists both domestic and international. With the "Smart Simplicity" value embraced by GAIA Cosmo Hotel, several hotel facilities cater to the needs of local, domestic, and international visitors. For instance, the hotel features amenities such as international power outlets in each room to meet the needs of international travelers.

The motivation behind implementing CSR at GAIA Cosmo Hotel

In implementing CSR activities, GAIA Cosmo Hotel certainly considers several factors. Corporate Social Responsibility (CSR) programs involve significant considerations. While the outcomes may not always yield immediate financial benefits, CSR initiatives can enhance the hotel's positive image in the eyes of the public. It can be concluded that the hotel's motivation for implementing CSR programs is to maintain good relations with the community and strengthen the hotel's positive image among the public.

GAIA Hotel's considerations in CSR initiatives are as follows:

Firstly, there is Corporate Charity, which involves charitable initiatives based on religious

motivations. The hotel may aim to assist others by providing support, whether through financial contributions or other forms of aid. For instance, the hotel could donate a portion of its earnings to charitable foundations or organize assistance programs for local residents, such as providing food for those in need or offering skills training. In this way, the hotel contributes to the welfare of the surrounding community and strengthens its relationship with the community.

Secondly, there is Corporate Philanthropy, where the focus is on humanitarian motivations. The hotel strives to assist the community and environment by organizing beneficial activities. This may include environmental education programs, health initiatives, or other forms of social assistance. For example, the hotel could conduct waste management training sessions, health campaigns, or provide aid to vulnerable groups such as orphans or the elderly. Thus, the hotel contributes positively to the welfare of the surrounding community and environment.

Thirdly, there is Corporate Citizenship, emphasizing civic motivation. The hotel is committed to creating social justice and contributing to the broader community. This involves active participation in social and environmental issues, such as organizing campaigns to reduce single-use plastics and participating in local river cleaning programs. Thus, the hotel not only focuses on business profits alone but also plays a role as a responsible citizen within the community.

In relation to Jefkins' image theory, the implementation of CSR programs by GAIA Cosmo Hotel serves as a strategic communication tool that plays a crucial role in building, strengthening, and maintaining the hotel's positive image in the eyes of the public. Through approaches such as Corporate Charity, Corporate Philanthropy, and Corporate Citizenship, the hotel not only conveys a message of care for societal and environment well-being but also creates a deeply positive perception among its audience.

According to Jefkins, an organization's image is shaped through the interaction between the messages it communicates and how these messages are received and interpreted by the public (Jefkins, 2018). In this context, GAIA Cosmo Hotel's CSR initiatives serve as an effective medium for demonstrating the hotel's commitment to social, humanitarian, and environmental values. Consequently, these CSR programs become strategic instruments in creating synergy between the hotel's business interests and the broader interests of society, aligning with the principles emphasized in Jefkins' image theory.

Corporate Social Responsibility (CSR) Practices at GAIA Cosmo Hotel

In practice, the CSR program at GAIA Cosmo Hotel is the responsibility of all hotel employees, from bottom management to top management. Within GAIA Cosmo Hotel, there is a specific division responsible for the existing CSR programs, and that division is the HR division. However, in formulating CSR practices, power is not exclusively vested in the HR division. As stated during the interview:

"Sometimes there are unique ideas from employees, and usually, I will invite them to discuss the creation of new CSR programs." (II)

GAIA Cosmo Hotel has a vision that can be briefly described as follows: GAIA Cosmo Hotel is a boutique hotel with aesthetic value and strong market appeal, aiming to be a standout hotel. What distinguishes boutique hotels from conventional hotels is the thematic element that is emphasized and serves as the hotel's branding. As explained by the interviewee:

"The difference between boutique hotels and conventional hotels lies in their unique THEMATIC elements. The thematic concept of GAIA COSMO involves industrial architecture, unfinished buildings, and cosmopolitan vibes. Specifically, there are only two main elements:

iron and wood, with other materials like glass and others serving as additional ornaments." (II)

GAIA Cosmo Hotel itself, in formulating CSR practices, pays attention to their necessity and urgency. As stated during the interview:

"In formulating CSR initiatives, it's important to understand their urgency for the community and the environment to ensure these activities are optimized." (II)

This aims to ensure that CSR practices in the future are more optimal and the impacts generated are not only temporary but sustainable. This aligns with what was expressed during the interview:

"CSR should be sustainable and not just something that burns out and disappears, that's the point. That's why we have two types of CSR, thematic and regular." (II)

Therefore, GAIA Cosmo Hotel has two types of CSR practices: first, Thematic CSR; second, Regular CSR, which will be detailed as follows:

Firstly, Thematic CSR focuses on specific issues relevant to and associated with the hotel. These issues typically relate to the environment, health, or the local community. GAIA Cosmo Hotel implements Thematic CSR by creating and developing specific CSR programs tailored to the local community's needs. Due to its clear focus, the impact of Thematic CSR programs is easier to measure and evaluate.

GAIA Cosmo Hotel itself has several thematic CSR programs that are regularly implemented every month. As mentioned in the interview:

"The management itself sets targets; the target is to have several CSR activities every month. So far, we have never fallen short of our CSR implementation target. On average, we carry out CSR activities 2-3 times a month as a mandatory requirement." (II)

The activities include health education and regular health check-ups, as stated in the interview:

"We conduct CSR with the local community, where mothers receive presentations from doctors regarding issues such as blood sugar, cholesterol, diabetes, and stunting. At the end of the session, there is a mandatory activity for mothers who participate, which is blood sugar and cholesterol tests." (II)

Not only that, there is also a cooking class activity that GAIA Cosmo Hotel regularly conducts for local residents. The interviewee explained:

"During the fasting month, many hotels may conduct 'cooking class' activities, but what sets GAIA's cooking class apart from others? In this hotel, the theme of the cooking class is determined by the residents according to their needs. Making modernized pineapple tarts and others. The point is, besides having a theme, we also need to know what their needs are. After that, it's tailored to the participants' specifications." (II)

Secondly, there is Regular CSR, which is general and continuous, involving routine and ongoing activities without specific themes. It encompasses the hotel's responsibilities towards society and the environment. Regular CSR activities conducted by GAIA Cosmo Hotel are as follows:

Firstly, cleaning the Gajah Wong river aimed at collecting waste and planting trees, to distributing tilapia fish seeds. As stated by the informant:

"CSR activities involve cleaning the Gajah Wong river, with approximately 40-50 employees traversing along the river, specifically behind the hotel where tilapia seedlings are being cultivated using a section of the river, subsequently enclosed. The initiative includes river

cleaning, tree planting in various locations along the river, and distributing tilapia seeds. This CSR initiative was conducted last year and garnered significant attention from the Jogja city administration." (II)

Secondly, CSR implementation during celebrations or significant days. The informant stated:

"The hotel also conducts CSR activities during celebrations or significant days. For example, during Independence Day, there is usually one CSR activity in any form, typically including cooking classes, makeup classes, etc., depending on the needs and varying themes corresponding to the celebrations or significant days." (II)

Thirdly, activities such as sea turtle releases and coastal tree planting. This was explained in the interview:

"At Goa Cemara Beach, CSR activities involve sea turtle releases and tree planting. The beach requires donors for planting coastal pine and cypress trees, and the hotel assists by providing seeds and participating in the planting process." (II)

In relation to Frank Jefkins' image theory, the CSR practices implemented by GAIA Cosmo Hotel represent a tangible effort to build and strengthen the hotel's positive image in the eyes of the public. Jefkins emphasized the importance of effective communication and how an organization's messages are received and interpreted by its audience. Through various thematic and regular CSR programs, GAIA Cosmo Hotel communicates values of social responsibility, environmental care, and active engagement with the surrounding community.

By adopting a sustainable and relevant CSR approach, GAIA Cosmo Hotel ensures that its messages of social responsibility are not only

well-received but also provide a positive, lasting experience in the minds of the public. This aligns with the concept of interaction between communicated messages and the perceptions formed, as outlined by Jefkins, ultimately contributing to the development of a strong and enduring positive image.

Impact of CSR at GAIA Cosmo Hotel

The presence of a company should ideally provide benefits to the surrounding community. Therefore, the implementation of Corporate Social Responsibility (CSR) by GAIA Cosmo Hotel aims to empower the local community and ensure smooth operational processes for the company. Thus, through CSR initiatives, it is hoped to establish a mutually beneficial relationship between the company and the local community in conducting business, emphasizing issues pertinent to the company's surroundings.

GAIA Cosmo Hotel has implemented a committed CSR program conducted regularly. In practice, the hotel has established good relations with the community through CSR initiatives, which serve as a platform for building positive relationships between the hotel and the surrounding community. As explained by the informant during the interview:

"The local residents are enthusiastic about welcoming and participating in every CSR program initiated by the hotel." (II)

GAIA Cosmo Hotel provides skills training for local residents, including cooking classes, makeup tutorials, and others. Additionally, the hotel conducts health education and regular health checks aimed at the surrounding community.

As a result, the hotel has strengthened its harmonious relationship with the local community. There have been no significant protests or disruptions to the hotel's operations. In fact, some local residents have become regular customers at the hotel's restaurant. As expressed by the informant during the interview:

"Actually, the way to measure the success of the hotel's CSR programs ultimately depends on the residents who directly experience the impact of these initiatives. That's why, when I say there have been no issues with the residents up to this moment, I consider this CSR program successful. If there were any problems or if residents felt disturbed and

unsupported, or even felt that the hotel did not contribute to the community, then they would raise concerns or, in other words, protest." (II)

Indicators of the success of CSR programs conducted by GAIA Cosmo Hotel towards the surrounding community are as follows:

Table 3. Success Indicators

Indicators	Present	Absent
Is there any extortion around GAIA Cosmo Hotel?		X
Has there ever been an attack on hotel guests?		X
Has there ever been an attack on hotel staff?		X
Have there been any incidents of vandalism at the hotel?		X

Source. Data obtained from GAIA Cosmo Hotel

The successful implementation of CSR at GAIA Cosmo Hotel reflects the application of Frank Jefkins' image theory, where the interaction between communicated messages and public perception shapes the organization's image. The hotel's CSR programs serve as strategic communication initiatives that demonstrate its commitment to societal and environmental well-being, effectively fostering a positive image as a caring and responsible hotel.

The harmonious relationship with the community, residents' enthusiasm, and their participation as customers highlight the success of these programs in building the intended image and reinforcing the perceived one. Operational stability without community protests underscores CSR as a strategic asset for maintaining reputation and public trust, aligning with Jefkins' concept. Through relevant and sustainable programs, GAIA Cosmo Hotel not only achieves business success but is also respected as a responsible corporate citizen.

CONCLUSION

The novelty of this study reveals that GAIA Cosmo Hotel places significant emphasis on the

interpersonal relationship between corporate values and the local community. Based on the analysis of the research conducted at GAIA Cosmo Hotel, the following conclusions can be drawn:

Firstly, GAIA Cosmo Hotel's motivation for implementing CSR is to maintain good relations between the hotel and the surrounding community, as well as to facilitate the hotel's business operations.

Secondly, CSR practices at GAIA Cosmo Hotel are categorized into two groups: thematic CSR practices and regular CSR practices.

Thirdly, CSR initiatives undertaken by GAIA Cosmo Hotel are considered successful due to their positive impact on fostering good relations between the company and the community.

This study has several limitations. Firstly, it focuses solely on one hotel (GAIA Cosmo Hotel), thus generalizing to the entire hospitality industry needs to be done cautiously. Secondly, the data used is both primary and secondary, which may introduce biases or incomplete information. Based on the research

findings, several recommendations for future research include: Conducting comparative studies involving multiple hotels to understand variations in CSR practices within the hospitality industry. Investigating the long-term impacts of CSR practices on hotel reputation and business sustainability. Exploring public perceptions of hotel CSR practices in greater depth.

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