THE CONTRIBUTION OF ENVIRONMENTAL CSR COMMUNICATION IN OVERCOMING ECOLOGICAL CRISES IN THE COASTAL REGION (CASE STUDY OF THE SANUR-BALI COASTAL AREA)

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Abstract

Keywords :
CSR Communication;
Coastal Areas;
Sustainable Development;
Ecologycal Crisis;
Tourism Industry

Coastal regions are increasingly susceptible to an intensifying ecological crisis driven by climate change and anthropogenic activities, necessitating an integrated and participatory approach to environmental governance. This study seeks to elucidate the role of transparent, dialogical, and culturally resonant corporate social responsibility (CSR) practices, such as local recruitment, procurement, and support for community initiatives, in fostering participatory engagement and facilitating collective ecological action. The findings indicate that dialogical communication strategies, including collaborative forums, inclusive storytelling, and regular feedback mechanisms, effectively mobilize diverse stakeholders and integrate ecological interventions within local values and practices. Employing a case study methodology, this research highlights the capacity of CSR practices to enhance the legitimacy, impact, and sustainability of environmental initiatives, thereby increasing their resilience to challenges and likelihood of long-term sustainability. Data collection involved interviews and observations of a purposively selected cohort of individuals and hotel employees. The study identifies critical contextual factors, such as cultural appropriateness, governance dynamics, and pre-existing public relations, that may limit the positive effects of CSR communication. It is imperative to address barriers such as language gaps and institutional mistrust to prevent exclusion and skepticism. These findings contribute to theoretical understanding by positioning CSR communications as integral to environmental governance, while also providing practical guidance for businesses and

policymakers: prioritizing participatory and context-sensitive communication and ensuring alignment between CSR messages and substantive actions. This research underscores the strategic value of environmental CSR communication in addressing the ecological crisis through adaptive stakeholder collaboration.

Abstrak

Kata Kunci :
Komunikasi CSR;
Kawasan Pesisir;
Pembangunan
Berkelanjutan;
Krisis Ekologi;
Industri Pariwisata

Kawasan pesisir semakin rentan terhadap krisis ekologis yang semakin intensif, yang didorong oleh perubahan iklim dan kegiatan antropogenik, yang memerlukan pendekatan terpadu dan partisipatif terhadap tata kelola lingkungan. Studi ini berupaya menjelaskan peran praktik tanggung jawab sosial perusahaan (CSR) yang transparan, dialogis, dan beresonansi budaya, seperti perekrutan lokal, pengadaan, dan dukungan untuk inisiatif masyarakat, dalam mendorong keterlibatan partisipatif dan memfasilitasi aksi ekologis kolektif. Temuan ini menunjukkan bahwa strategi komunikasi dialogis, termasuk forum kolaboratif, penceritaan inklusif, dan mekanisme umpan balik reguler, secara efektif memobilisasi beragam pemangku kepentingan dan mengintegrasikan intervensi ekologis dalam nilai dan praktik lokal. Menggunakan metodologi studi kasus, penelitian ini menyoroti kapasitas praktik CSR untuk meningkatkan legitimasi, dampak, dan keberlanjutan inisiatif lingkungan, sehingga meningkatkan ketahanan mereka terhadap tantangan dan kemungkinan keberlanjutan jangka panjang. Pengumpulan data melibatkan wawancara dan pengamatan terhadap kelompok individu dan karyawan hotel, menggunakan pengambilan sampel yang dimaksudkan. Studi ini mengidentifikasi faktor-faktor kontekstual kritis, seperti kesesuaian budaya, dinamika tata kelola, dan hubungan masyarakat yang sudah ada sebelumnya, yang dapat membatasi efek positif dari komunikasi CSR. Sangat penting untuk mengatasi hambatan seperti kesenjangan bahasa dan ketidakpercayaan kelembagaan untuk mencegah pengucilan dan skeptisisme. Temuan ini berkontribusi pada pemahaman teoretis dengan memposisikan komunikasi CSR sebagai bagian integral dari tata kelola lingkungan, sekaligus memberikan panduan praktis bagi bisnis dan pembuat kebijakan: memprioritaskan komunikasi partisipatif dan sensitif konteks dan memastikan keselarasan antara pesan CSR dan tindakan substantif. Penelitian ini menggarisbawahi nilai strategis komunikasi CSR lingkungan dalam mengatasi krisis ekologis melalui kolaborasi pemangku kepentingan adaptif.

INTRODUCTION

Coastal regions are among the most ecologically, economically, and socially significant areas worldwide. These regions, which accommodate over 40% of the global population, function as crucial hubs for biodiversity, trade, and cultural heritage (Neumann et al., 2015). Characterized by distinctive socioecological systems, coastal areas are influenced by both natural and anthropogenic factors. The interaction between terrestrial and marine environments in these regions creates complex dynamics essential for maintaining ecological balance and supporting human livelihoods. However, coastal zones face numerous challenges, including environmental degradation, climate change, and socio-economic pressures (Williams et al., 2022).

The ecological integrity of these areas is increasingly threatened by anthropogenic stresses—such as climate change, pollution, overfishing, and unregulated development—which have led to alarming rates of habitat loss and environmental degradation (Duarte et al., 2020; Intergovernmental Panel on Climate Change (IPCC), 2023). It is estimated that approximately 35% of the world's mangroves have disappeared over the past fifty years, while coral reefs continue to decline at a rate of 1–2% annually (Spalding, 2010). This decline is attributed to a combination of human activities, climate change, and natural processes, which have significant implications for biodiversity, coastal protection, and carbon sequestration (Goldberg et al., 2020).

The consequences of this ecological crisis are diverse, disproportionately affecting coastal communities whose livelihoods depend on marine resources and ecosystem services (Barbier et al., 2011). Fisheries disruptions, increased vulnerability to storms and sea level rise, and deteriorating water quality exacerbate socioeconomic inequalities and threaten food security (Berman et al., 2020). These challenges underscore the urgent need for an integrated, multi-stakeholder approach to environmental governance in coastal areas.

Corporate Social Responsibility (CSR) has emerged as a significant framework for private-sector entities to engage in environmental management, thereby complementing governmental and civil society efforts to address ecological crises. This integration is increasingly recognized as vital for sustainable development, as businesses are acknowledged not only for their economic contributions but also for their potential to effectuate positive environmental change (Gimenez et al., 2012). The evolution of CSR from a business-centric to a community-centric focus underscores its growing importance in addressing global challenges such as climate change and resource depletion.

This shift is evident in the alignment of CSR with frameworks like the Sustainable Development Goals (SDGs), which offer a comprehensive agenda for global sustainability efforts (Mishra, 2021). Despite increasing recognition of these dynamics, the scientific literature remains fragmented, with limited empirical investigations into the mechanisms by which environmental CSR communication contributes to resolving ecological crises in coastal regions. Several studies have systematically examined how participatory communication strategies and stakeholder engagement influence social and environmental outcomes in coastal environments (Le Van et al., 2019).

This study addresses this gap by critically examining the role of environmental CSR communication in overcoming ecological crises in coastal areas. Through the synthesis of the latest scientific data, theoretical insights, and illustrative case studies, we explore the conditions under which CSR communication can foster trust, build networks, and enable collective action for ecological resilience. In doing so, we contribute to a growing body of literature at the intersection of CSR, communication, and environmental governance, while offering practical recommendations for policymakers, practitioners, and corporate leaders seeking to enhance the sustainability of coastal zones. Based on the introduction above, this study questions how environmental CSR communication contributes to policy development in addressing ecological crises in coastal areas. The purpose of this study is to analyze the environmental CSR communication process in coastal communities and identify best practices and potential pitfalls in CSR communication strategies.

Literature Review

The Evolution of Environmental CSR

Corporate Social Responsibility (CSR) has evolved from being a peripheral philanthropic activity to becoming a strategic element of corporate governance, particularly in industries with substantial environmental impacts (Aguinis & Glavas, 2012). Environmental CSR (ECSR) primarily focuses on reducing adverse effects and enhancing positive contributions to ecosystems and society. Research indicates that ECSR initiatives in coastal regions frequently encompass habitat restoration, pollution control, and sustainable resource management, thereby enhancing ecosystem resilience and providing socioeconomic advantages.

The integration of these strategies is essential for achieving global conservation objectives and ensuring the long-term health of coastal ecosystems (Kim et al., 2020). The literature also

highlights emerging trends where ECSR is motivated not solely by regulatory compliance or risk management but also by stakeholder pressure and market differentiation strategies (Carroll & Brown, 2018). Particularly noteworthy are studies that document the shared benefits of ECSR, including improved public relations, enhanced reputation, and access to new markets (Dangelico & Vocalelli, 2017). However, critics caution against the prevalence of "greenwashing," where companies exaggerate their environmental contributions without substantive action (Lyon & Montgomery, 2015).

Corporate Social Responsibility (CSR) communication has transitioned from a unidirectional dissemination of information to a more dialogical and participatory model (Morsing & Schultz, 2006; Sutama et al., 2025; Utama Putra et al., 2024). Effective CSR communication is acknowledged as crucial in shaping stakeholder perceptions, establishing legitimacy, and fostering engagement (Ihlen et al., 2011). This process involves the strategic implementation of CSR initiatives to cultivate positive attitudes and behaviors among stakeholders (Dong et al., 2024), including employees, consumers, and the broader community. The efficacy of CSR communication depends on factors such as the congruence of the message with the company's values, the authenticity of the communication, and the involvement of the company's leadership.

The literature differentiates between informational (expository) communication and engagement-oriented (dialogical) communication (Kent & Taylor, 2002). An informational approach, typically through annual reports or press releases, can enhance transparency but may fail to build trust if perceived as insincere or incomplete. Dialogical communication, which incorporates feedback loops, participatory forums, and the development of shared solutions, is increasingly emphasized as a means to establish enduring relationships and social capital (Cornelissen, 2007).Empirical studies indicate that credible, transparent, and culturally resonant communication enhances public trust, facilitates knowledge transfer, and mobilizes community action (Brønn & Vidaver-Cohen, 2009).Conversely, communication failures—such as discrepancies between actions and messages—can lead to stakeholder skepticism, reputational damage, and even resistance to the company's initiatives.

Theoretical Framework

Environmental Communication Theory

Environmental communication is broadly defined as both a pragmatic and constitutive mechanism for comprehending the environment and our relationship with nature (Pezullo & Cox,

2018). Theoretical perspectives in this field include the Information Deficit Model, which posits that providing information alters attitudes or behaviors; however, it is criticized for its top-down, linear approach (Bucchi, 2008). The Dialogical Theory emphasizes two-way, participatory communication aimed at fostering mutual understanding and developing common solutions (Kent & Taylor, 2002). Framing Theory underscores the significance of how issues are presented (framed) in shaping public perception and action (Nisbet, 2009).Recent findings in environmental communication advocate for dialogical, culturally informed, and context-sensitive strategies, particularly in contexts characterized by complex stakeholder dynamics (Ihlen et al., 2011; Sudiartawan & Sutama, 2022)

Corporate Social Responsibility (CSR) theory has transitioned from Milton Friedman's normative concept to a strategic framework that aligns with business objectives and stakeholder expectations, evolving into a more integrated and stakeholder-oriented model (Friedman, 1983). This evolution now emphasizes not only the "what" and the "why" but also the "how" and the resultant impact. The concept encompasses several theories, including Stakeholder Theory, which posits that companies must create value for all stakeholders—both internal and external—not solely for shareholders (Freeman, 1984). Legitimacy Theory suggests that organizations seek legitimacy through actions and communication that align with societal values (Suchman, 1995). The Triple Bottom Line approach holds companies accountable for social, environmental, and economic outcomes (Elkington, 1997). In the realm of coastal environmental governance, CSR is increasingly perceived as a shared value approach, wherein business success and social/environmental well-being mutually reinforce each other (Porter & Kramer, 2011).

METHODS

To thoroughly investigate the role of environmental Corporate Social Responsibility (CSR) communication as social capital in addressing ecological challenges in coastal regions, this study employs a case study methodology, centering on the Hyatt Regency Hotel Bali and The Oberoi Beach Resort Bali. This methodological approach facilitates the examination of intricate, context-specific social phenomena, enabling detailed analysis of processes, interactions, and outcomes within their real-world contexts. It reveals how CSR communication practices are implemented, perceived, and translated into social and ecological impacts within the coastal hospitality sector, which directly engages with sensitive marine environments and coastlines.

The hotel is distinguished by its proactive environmental CSR initiatives, including beach cleanup programs, community education campaigns on marine conservation, and collaborations with local stakeholders. Its significant role in Sanur's tourism industry and its visible commitment to sustainability render it an exemplary site for examining the intersection of corporate communication, social capital, and ecological resilience. Data collection was conducted through a combination of direct observation and semi-structured interviews with CSR managers, public relations personnel, and frontline employees involved in the planning and execution of environmental CSR activities. Furthermore, the data underwent rigorous thematic analysis, guided by the theoretical framework of the research. The analysis commenced with the creation of a case study database, comprising observation notes, interview transcripts, and pertinent documentary materials. The data was then systematically coded and narrated.

RESULT AND DISCUSSION

Internal and External Environmental CSR Initiatives in the Hospitality Industry

This study examines the varied strategies of environmental Corporate Social Responsibility (CSR) implemented by hotel chains in these nations, with a particular focus on ecologically sensitive coastal regions. Environmental challenges, including coastal erosion, sea level rise, biodiversity loss, pollution, and the unsustainable exploitation of resources, underscore the imperative for hospitality enterprises to assume the role of environmental and community stewards in their operational locales (Hall, 2001; UNWTO, 2019).

Figure 1: Green open area
Source: https://www.hyatt.com/hyatt-regency/en-US/dpsbl-hyatt-regency-bali/gallery

In response to these challenges, hotel chains have elevated sustainability to a central element of their organizational identity and brand values, beyond merely an operational objective. Internally, hotels have embraced a management paradigm centered on sustainability, which permeates all facets of hotel operations. This approach includes the implementation of a comprehensive environmental management system designed to systematically assess, monitor, and mitigate the environmental impact of hotel activities (Chan & Hawkins, 2010).The "World of Care" program exemplifies this commitment through various social initiatives, including mangrove planting, area cleanups, and educational activities. The strategic integration of sustainability into corporate governance ensures that environmental considerations are embedded in decision-making processes, encompassing waste procurement and management policies, as well as energy efficiency and water conservation (Bohdanowicz, 2006).

Picture. 2 Replanting of mangrove forests
Source: https://www.hyatt.com/world-of-care/en-US

A notable feature of the hotel's strategy is its dedication to preserving ecological balance through meticulous and targeted planning of spaces and materials. The expansion of green spaces and gardens within the hotel premises serves not only as a recreational amenity for guests but also as a strategic initiative to enhance local biodiversity, provide habitats for native species, and improve ecosystem services such as carbon sequestration, temperature regulation, and rainwater management (Hunter, 2002). These green spaces function as demonstration sites for nature-based solutions, illustrating how urban development and tourism can coexist harmoniously with the natural environment (Kabisch et al., 2015; Widaswara & Dasih, 2025). Furthermore, the utilization of locally sourced sustainable building materials—such as bamboo, wood from certified sources, or recycled stone—plays a crucial role in reducing the life-cycle carbon emissions associated with

construction, supporting traditional craftsmanship, and preserving the architectural heritage of the region (Gössling et al., 2012). The hotel's commitments include adopting green building certification schemes that establish benchmarks for resource efficiency, indoor environmental quality, and responsible sourcing (Kang et al., 2012). The establishment of units such as the sustainability officer team exemplifies the company's commitment to contributing to collective efforts to address ecological crises, particularly in the vicinity of the hotel, through various activities and events in collaboration with diverse stakeholders and other hotel enterprises.

The hotel's corporate social responsibility (CSR) initiatives externally illustrate an acknowledgment that sustainable tourism development necessitates the collaborative engagement of local actors and stakeholders to enhance the value of sustainable tourism. By prioritizing local sources for construction materials, these hotels not only bolster the local economy but also diminish reliance on global supply chains, which may become environmentally and socially unsustainable (Hall & Lew, 2009). This strategy aligns with the principles of the circular economy, as it promotes the use of local, renewable, recyclable, or low-impact materials (Geissdoerfer et al., 2017). The hotel actively engages in multi-stakeholder environmental initiatives—such as public-private partnerships for coastal zone management, collaborative waste reduction projects, and community-led conservation programs—that amplify the impact of its CSR efforts and cultivate a culture of shared responsibility (UNEP, 2021)An informant further explained that the principles of transparency and accountability guide the hotel's external involvement. Through sustainability reporting, stakeholder consultations, and public disclosure of environmental performance indicators, the hotel endeavors to build trust and legitimacy with local communities and the broader community (Font et al., 2012).This transparency is crucial, as it helps to avert accusations of greenwashing and demonstrates a genuine commitment to sustainability goals (Delmas & Burbano, 2011). The hotel's proactive communication about its sustainability initiatives enhances its reputation as a responsible tourism operator, attracts environmentally conscious travelers, and strengthens its competitive advantage in the global hospitality market. Ultimately, the hotel's internal and external CSR initiatives reflect an understanding of environmental management as both an operational imperative and a strategic opportunity. By embedding sustainability at the core of its business model, the hotel not only reduces its ecological footprint but also contributes to the resilience and well-being of the coastal areas it inhabits. This integrated approach serves as a

blueprint for other tourism operators seeking to respond effectively to ecological crises while creating lasting value for their businesses and society at large (Suasapha, 2024).

Figure 3. Area Cleaning Activities
Source: https://www.hyatt.com/world-of-care/en-US/caring-for-people

Based on this, environmental CSR communication in Bali's coastal areas contributes to policy development by demonstrating an integrative approach that shifts the governance paradigm. Internal initiatives such as environmental management systems and sustainability teams, as well as external ones such as mangrove planting and multi-stakeholder partnerships, serve as micro-policy models. A collaborative approach between stakeholders and companies engaged in the tourism industry accommodates local knowledge and encourages practical policies within the industry, encouraging transformative regulations that contribute to addressing the root causes of ecological crises such as overdevelopment and inequality of access to resources, in line with the shared commitment to sustainable development.

CONCLUSION

This research provides a comprehensive analysis of how environmental Corporate Social Responsibility (CSR) communication serves as a policy catalyst to enhance ecological resilience in coastal communities confronting escalating environmental challenges. The findings indicate that environmental CSR communication, when grounded in transparency, dialogue, and cultural sensitivity, plays a crucial role in fostering trust, establishing robust networks, and shaping shared norms among local stakeholders. By engaging the community through participatory communication and collaborative decision-making, the hotel not only demonstrates goodwill but also positions itself as a partner in managing the coastal ecological crisis, thereby creating the conditions for collective, mutually supportive action. The communication strategy is implemented

through the dissemination of traditional top-down information that supports dialogical two-way engagement, co-design of environmental and cultural initiatives, and regular feedback mechanisms, which are highly effective in promoting participatory engagement and mobilizing diverse stakeholders—including residents, businesses, NGOs, and government actors—towards shared ecological objectives. This approach aligns with contemporary environmental communication theory, which underscores the importance of dialogue, framing, and genuine engagement in building mutual legitimacy and support to address ecological crises.

This research bridges environmental communication theory and social capital theory, demonstrating that dialogical and participatory CSR communication is not only supportive but also constitutive in building trust, shared norms, and networks. It contributes to the literature by empirically validating that communication strategies are central to the formation of social capital in the context of ecological governance, rather than being peripheral or secondary components.

This research provides actionable evidence, particularly for practitioners, that CSR communication should prioritize inclusive, dialogical engagement over mere information dissemination. Hotels and other businesses should invest in participatory forums, community storytelling, and regular feedback loops to build trust and foster enduring relationships with coastal stakeholders. These findings also encourage policymakers and development institutions to create an enabling environment for multi-sectoral collaboration and to integrate corporate actors into broader coastal management frameworks, thereby enhancing the collective capacity to address complex and cross-sectoral ecological crises.

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