

CSR Strategy of PT Bank Rakyat Indonesia (BRI) in Supporting the Indonesia ASRI Movement Program in Kedonganan Village, Badung, Bali

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Bali serves as a barometer that reflects Indonesia's overall condition, particularly in terms of environmental quality and tourism, including the issue of plastic waste. For nearly two decades, Kuta Beach has functioned as a visible showcase of seasonal marine debris accumulation along the coastline. Oceanographic modeling research conducted at nearly 50 observation points across Bali in 2017, 2019, and 2020 produced relatively consistent findings. Using the CSIRO method, plastic waste is categorized into two types, namely fragmented and intact waste. The Indonesia ASRI Movement is a strategic national program initiated during the administration of President Prabowo Subianto, aiming to improve the quality of life of the community. In this context, PT Bank Rakyat Indonesia (BRI) implements its Corporate Social Responsibility (CSR) strategy to support the Indonesia ASRI Movement in Kedonganan Village, Badung, Bali. This study employs a qualitative methodology with a case study approach. Data collection techniques include observation, documentation, and literature review. The CSR strategy implemented by PT BRI in supporting the Indonesia ASRI Movement in Kedonganan Village involves beach clean-up activities aimed at promoting environmental sustainability. Hundreds of volunteers, consisting of BRI employees and local community members, actively participated in waste collection efforts along the Kedonganan Beach area, covering approximately 8,250 m². Through this initiative, BRI Peduli successfully collected 931.16 kg of inorganic waste, with a potential reduction of CO₂ emissions amounting to 2.19 tons. The CSR strategy of PT BRI in supporting the Indonesia ASRI Movement through sustainable beach clean-up initiatives has demonstrably generated positive impacts across multiple dimensions, including social, economic, and environmental aspects within the community.

Keywords: Strategy, Corporate Social Responsibility, Indonesia ASRI Movement

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1. Introduction

Maintaining a clean and healthy environment remains a significant challenge, particularly due to the persistent issue of waste management. Waste constitutes a major factor that can disrupt urban infrastructure, while simultaneously posing serious risks to public health and environmental sustainability (Wildawati, 2020). Improper waste management can lead to various forms of pollution, including air contamination caused by decomposition processes, as well as water and soil pollution resulting from leachate infiltration. The accumulation of waste therefore becomes a critical environmental concern that requires immediate attention (Kahfi, 2017).

According to data from the National Waste Management Information System (SIPSN) under the Ministry of Environment and Forestry, Indonesia generated approximately 31.9 million tons of waste as of July 24, 2024. Of this total, around 63.3% (20.5 million tons) has been properly managed, while the remaining 35.67% (11.3 million tons) remains untreated, highlighting a substantial gap in national waste management practices (BRIN, 2024).

Bali is widely regarded as a barometer that reflects Indonesia's environmental and tourism image, particularly in relation to plastic waste pollution. For nearly two decades, Kuta Beach has become a seasonal accumulation point for marine debris along the coastline. Oceanographic modeling studies conducted by I Gede Hendrawan across nearly 50 locations in Bali in 2017, 2019, and 2020 have consistently shown similar patterns of marine waste distribution. Using the CSIRO classification method, plastic waste is categorized into fragmented and intact forms, with fragmented waste largely resulting from marine degradation processes. The majority of waste consists of food packaging materials, plastic bags, straws, and styrofoam, while hard plastics are found in smaller quantities. Monthly sampling across 500-meter transects revealed that plastic waste accounts for approximately 80% of total marine debris.

Coastal areas serve as a reflection of land-based environmental conditions, as approximately 80% of marine waste originates from terrestrial sources. For instance, the presence of wooden debris indicates upstream deforestation issues, while plastic waste reflects consumption patterns on land. Waste movement patterns show a flow from the northern region of the Bali Strait toward southern coastal areas. Furthermore, studies indicate that approximately 80% of lemuru fish samples in the Bali Strait are contaminated with microplastics, with varying particle counts identified in different fish types. Most marine plastic waste consists of food and beverage packaging materials. Despite global efforts, such as the Intergovernmental Negotiating Committee (INC-5) Plastics Treaty held in Busan in 2024, progress in reducing plastic pollution remains limited (Suriyani, 2025).

Addressing environmental challenges requires comprehensive collaboration among the government, local authorities, private sector entities, non-governmental organizations, and the broader community. One strategic initiative introduced to tackle this issue is the Indonesia ASRI Movement. This program, initiated during the administration of Prabowo Subianto, aims to enhance the quality of life by fostering environments that are safe, healthy, clean, and aesthetically pleasing, while encouraging active community participation in environmental preservation.

The Indonesian government has emphasized the importance of Corporate Social Responsibility (CSR) as a key mechanism for supporting sustainable development. This commitment is formalized in Law No. 40 of 2007 concerning Limited Liability Companies, which mandates companies, particularly those engaged in natural resource-related activities, to implement social and environmental responsibility programs as part of their operational obligations.

As a state-owned enterprise, PT Bank Rakyat Indonesia (Persero) Tbk (BRI) actively implements CSR initiatives through its flagship program, BRI Peduli. This program encompasses various sectors, including education, infrastructure development, religious facilities, environmental sustainability, disaster response, and poverty alleviation. The company's commitment to CSR has been recognized through awards such as the Indonesian Corporate Social Responsibility Award (ICSRA) II in 2018, demonstrating its dedication to social responsibility.

In supporting the Indonesia ASRI Movement, BRI has implemented a CSR initiative titled "Beach Clean-Up for a Sustainable Environment" at Kedonganan Beach, located in Kedonganan Village, Kuta District, Badung Regency, Bali. This initiative reflects the company's commitment to environmental sustainability through active community engagement and direct action in addressing coastal waste issues.

2. Literature Review and Problem Statement

Literature Review

Environmental sustainability has emerged as a critical global concern, particularly in developing countries where economic growth is frequently accompanied by environmental degradation. One of the most pressing issues is waste management, especially plastic waste, which poses significant threats to ecosystems, public health, and urban infrastructure. As explained by Wildawati (2020), unmanaged waste can disrupt environmental balance and increase health risks. Similarly, Kahfi (2017) emphasizes that improper waste disposal contributes to air, water, and soil pollution through decomposition processes and leachate infiltration, leading to long-term environmental damage.

In the Indonesian context, waste management remains a substantial challenge. According to data reported by BRIN (2024), a significant portion of national waste is still not properly managed, reflecting inefficiencies in waste governance and limited public participation. This condition highlights the urgency of adopting collaborative approaches involving government institutions, the private sector, and the broader community in addressing environmental problems.

Within coastal and marine environments, Bali represents a critical case as it reflects Indonesia's environmental and tourism image. Research conducted by I Gede Hendrawan (2017; 2019; 2020) demonstrates that marine debris in Bali is predominantly composed of plastic waste, accounting for approximately 80% of total waste composition. The persistence of this issue over time indicates structural weaknesses in waste management systems, particularly in controlling land-based sources of marine pollution.

From a theoretical perspective, Corporate Social Responsibility (CSR) plays a strategic role in supporting sustainable development. Philip Kotler and Lee (2005) argue that CSR initiatives encompass various approaches, including corporate social marketing, philanthropy, and community engagement, all of which aim to address social and environmental issues. Furthermore, John Elkington (1997) introduced the Triple Bottom Line concept, emphasizing the integration of economic (profit), social (people), and environmental (planet) dimensions as the foundation of sustainable corporate practices. These theoretical frameworks highlight the importance of CSR in promoting environmental stewardship and long-term sustainability.

In Indonesia, CSR implementation is not merely voluntary but also regulated. As stipulated in Law No. 40 of 2007 concerning Limited Liability Companies, corporations, particularly those operating in natural resource sectors, are required to implement social and environmental responsibility programs. This regulatory framework reinforces the role of CSR as a strategic instrument in corporate governance. Consequently, state-owned enterprises such as PT Bank Rakyat Indonesia (Persero) Tbk actively implement CSR through programs such as BRI Peduli to contribute to national development goals.

In addressing environmental challenges, the Indonesian government has introduced the Indonesia ASRI Movement as a national initiative. This program, launched during the administration of Prabowo Subianto (2026), aims to create a clean, healthy, and sustainable environment while encouraging active participation from all sectors, including corporations. In this regard, CSR initiatives are expected to align with government programs and function as strategic tools to support environmental sustainability.

Previous studies indicate that CSR programs can effectively address environmental issues while simultaneously enhancing corporate image and stakeholder trust. As noted by Mutiara (2022), CSR initiatives such as coastal clean-up programs not only contribute to environmental preservation but also strengthen corporate reputation. However, the effectiveness of CSR programs largely depends on strategic implementation, stakeholder engagement, and sustainability-oriented outcomes.

Problem Statement

Despite the growing implementation of CSR initiatives by corporations in Indonesia, environmental challenges, particularly waste pollution in coastal areas, remain unresolved. The continuous accumulation of plastic waste in Bali, especially in coastal regions such as Kedonganan Beach, indicates that existing efforts have not yet achieved optimal effectiveness. This condition raises critical questions regarding the strategic role of CSR programs in addressing environmental problems in a sustainable and impactful manner.

Although the Indonesia ASRI Movement, as introduced by Prabowo Subianto (2026), represents a comprehensive national initiative, its success is highly dependent on the active participation of stakeholders, including corporations. In this context, CSR is expected to function not only as a regulatory obligation but also as a strategic mechanism that contributes to environmental sustainability and community empowerment. However, empirical evidence regarding the effectiveness of CSR strategies at the local level remains limited.

Moreover, while previous studies have explored CSR in various contexts, there is still a research gap in examining CSR strategies within the framework of government-led environmental movements such as the Indonesia ASRI Movement. Specifically, there is insufficient analysis regarding how CSR initiatives, particularly environmental programs such as beach clean-ups, are designed, implemented, and evaluated in terms of their environmental, social, and economic impacts.

Therefore, this study aims to fill this gap by analyzing the CSR strategy of PT Bank Rakyat Indonesia (Persero) Tbk in supporting the Indonesia ASRI Movement in Kedonganan Village, Badung, Bali. This research is expected to provide a comprehensive understanding of how CSR initiatives contribute to environmental sustainability, community participation, and alignment with national development programs.

3. Method

This study employs a qualitative research approach integrated with a case study method. The case study approach is particularly appropriate as it allows the researcher to utilize multiple sources of data to investigate, describe, and comprehensively explain various aspects of a group, program, organizational system, or specific event (Kriyantono, 2006).

As stated by Pawito (2008), qualitative research is not designed to produce generalizations; rather, it aims to provide an in-depth interpretation of phenomena within specific contexts. The findings generated are inherently limited to the observed cases, thereby emphasizing the importance of inductive reasoning in drawing conclusions. This approach enables researchers to understand complex social realities through detailed and contextual analysis.

Furthermore, qualitative research, as explained by Bogdan and Taylor (as cited in Ruslan, 2011), is capable of producing comprehensive descriptions of observed behaviors, written expressions, and social interactions within individuals, groups, or organizations. The outcomes of such research are not intended as broad generalizations but rather as detailed explanations of specific phenomena within particular contexts. Therefore, inductive thinking plays a crucial role in interpreting the findings and developing meaningful conclusions.

In addition, Moleong (2002) highlights that one of the key characteristics of qualitative research lies in its descriptive nature. Data are typically collected in the form of words, images, and narratives rather than numerical measurements. Consequently, qualitative research reports tend to present rich, detailed descriptions that reflect the actual conditions of the observed phenomena.

The data collection techniques employed in this study include observation, documentation, and literature review. Observation refers to the systematic process of examining behaviors, events, or activities of individuals or groups within the research setting. According to Djaelani (2013), observational data are recorded in various forms, such as notes, checklists, field journals, or electronic recordings, to capture the reality of the observed phenomena accurately.

Sugiyono (2008) categorizes observation into two types: participant observation and non-participant observation. Participant observation involves the researcher actively engaging in the activities of the research subjects to gain deeper insights, while non-participant observation positions the researcher solely as an external observer without direct involvement in the observed activities.

Documentation is another important data collection technique, which involves gathering information from organizational records, reports, official documents, photographs, and other relevant materials. As explained by Ningrum (2015) in Hamidi and further supported by Riduwan (2006), documentation serves as a reliable source of secondary data that directly supports the research objectives.

In addition, literature review, or library research, refers to a systematic process of collecting, reading, analyzing, and synthesizing information from various academic sources relevant to the study (Zed, 2008). This method ensures that the research is grounded in existing theoretical and empirical knowledge.

The secondary data used in this study were obtained from the official website of Corporate Social Responsibility (CSR) of PT Bank Rakyat Indonesia (Persero) Tbk, particularly the BRI Peduli program, as well as from relevant books and other supporting sources. These data complement the primary data and strengthen the overall analysis of the study.

4. Results And Discussion

PT Bank Rakyat Indonesia (Persero) Tbk is widely recognized as one of Indonesia's largest state-owned banking institutions, with a strong presence across various regions of the country. Since its establishment in 1895, BRI has consistently played a pivotal role in supporting and accelerating national economic growth. Beyond its financial function, the bank also demonstrates a strong commitment to social responsibility through the implementation of Corporate Social Responsibility (CSR) programs, particularly under the flagship initiative known as BRI Peduli.

Within its CSR framework, BRI adopts a socially responsible business approach, where the company does not limit itself to regulatory compliance but goes further by actively investing in programs that enhance community welfare while safeguarding environmental sustainability. This approach reflects a broader organizational awareness that business operations must be aligned with social and ecological considerations to ensure long-term sustainability.

The BRI Peduli program itself is part of the Corporate Social and Environmental Responsibility (TJSL) initiative, which is structured around three interconnected pillars: social, economic, and environmental. Among these, the environmental pillar receives particular emphasis, as it focuses on sustainable resource management and environmental preservation, both of which are essential for maintaining ecological balance and supporting human life (BRI, 2025).

As a manifestation of this commitment, BRI initiated a CSR program titled "Beach Clean-Up for a Sustainable Environment," which was carried out at Kedonganan Beach in Bali on February 6, 2026. This activity was not merely a routine environmental campaign, but rather a concrete contribution to the Indonesia ASRI Movement (Safe, Healthy, Clean, and Beautiful), a national initiative introduced during the leadership of Prabowo Subianto.

The program brought together hundreds of participants, including BRI employees and members of the surrounding community, who collectively engaged in cleaning activities along the coastal area. Covering an area of approximately 8,250 square meters, the initiative successfully collected over 931 kilograms of inorganic waste and contributed to an estimated reduction of 2.19 tons of carbon emissions. These outcomes highlight how collaborative efforts between corporations and communities can generate measurable environmental benefits.

According to BRI's Corporate Secretary, Dhanny, the company has consistently prioritized initiatives that address environmental challenges, particularly those related to waste management. He emphasized that such activities go beyond symbolic gestures, serving instead as practical efforts to foster greater public awareness and participation in environmental conservation (BRI, 2026).

Furthermore, Dhanny underlined the importance of sustained collaboration between corporate entities and local communities, especially in tackling environmental issues in coastal areas. He pointed out that these joint efforts are crucial in preventing further marine pollution and ensuring the preservation of coastal ecosystems. This perspective reflects BRI's broader commitment to environmental sustainability, particularly in regions like Bali, where ecological conditions are closely intertwined with economic activities such as tourism.

In a broader sense, the CSR strategy implemented by BRI through this environmental initiative can be seen as part of a larger effort to support national development goals. The program aligns with the objectives of the Indonesia ASRI Movement, which seeks to enhance the quality of life through environmental improvement and active community engagement. More importantly, it reinforces the idea that development should not be assessed solely in terms of economic indicators, but also in relation to the quality of the environment as a fundamental aspect of human well-being.

5. Conclusion

This study concludes that the implementation of the integrated public service policy at the Center for Plant Variety Protection and Agricultural Licensing within the Ministry of Agriculture has shown a generally positive trajectory. The policy has contributed to enhancing both the effectiveness and efficiency of service delivery, particularly through the integration of administrative procedures and the adoption of information and communication technology. The shift from conventional manual systems to digital-based services has significantly improved accessibility, transparency, and responsiveness, allowing users to access information and submit applications in a more practical and user-friendly manner.

The findings further indicate that the success of policy implementation is closely associated with the quality and readiness of human resources. The availability of competent personnel, supported by adequate infrastructure and a clear division of roles and responsibilities, plays a crucial role in ensuring the smooth operation of services. Continuous efforts in capacity building, including training and skill enhancement, have strengthened the professionalism and accountability of service providers. Moreover, the provision of services without imposing financial burdens on users has contributed to increasing public trust and acceptance of the policy.

Despite these encouraging outcomes, the study highlights the importance of continuous improvement in several areas. Strengthening policy dissemination, enhancing communication strategies, and ensuring that technological systems remain responsive to user needs are essential for sustaining service quality. In addition, effective coordination, strong accountability mechanisms, and adaptive responsiveness are critical factors in maintaining long-term performance. Overall, the integrated public service policy demonstrates

considerable potential to improve community satisfaction and reinforce public trust, provided that it is supported by consistent institutional commitment and ongoing innovation in public service management.

6. References

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