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Stakeholders and Corporate Social Responsibility in the Mining Sector Over Eight Years: A Systematic Review (2018–2025)

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ABSTRACT: The purpose of this study is to identify and analyze the role of stakeholders in the implementation of CSR in the mining sector, as well as to examine the social, economic, and environmental impacts of existing CSR practices in this sector. This study uses a Systematic Literature Review (SLR) methodology to analyze the role of stakeholders and CSR in the mining sector, synthesizing relevant findings from studies published between 2018 and 2025, using reliable academic databases and reports to provide a comprehensive picture of CSR practices and stakeholder engagement, with a focus on social, economic, and environmental impacts. The results show that CSR implementation in the mining sector is essential to create a balance between business, social, and environmental interests. Active stakeholder engagement, strong regulation, and transparency can improve the effectiveness of CSR, strengthen corporate relationships with communities, and support long-term aspirations.

KEYWORDS: CSR, Stakeholder Engagement, Stakeholders, Mining Sector

I. INTRODUCTION

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CSR in the mining sector has grown rapidly in recent years, especially due to the increasing awareness of the social and environmental impacts caused by mining activities (Keenan et al., 2019). Stakeholders, both from the government, companies, and local communities, play an important role in determining the success of CSR implementation. In this sector, CSR not only functions as a tool to fulfill legal obligations or corporate image, but also as a strategic approach to create harmonious relationships with the surrounding community and maintain the sustainability of the company's operations. Stakeholders involved in CSR include various parties such as the government, NGOs, local communities, and employees of the mining company itself.

On the other hand, the mining sector faces a number of challenges related to CSR implementation, including the lack of active participation from the local community, inadequate management of social and environmental impacts, and misalignment between company policies and community expectations. This poses a challenge for mining companies to achieve broader social and environmental sustainability goals. Therefore, it is important to further explore the role of stakeholders in CSR management in this sector, as well as the long-term impacts of the implemented CSR programs.

The mining sector still faces various challenges in implementing CSR. Although many mining companies have implemented CSR, the implementation is often limited to image building or minimal fulfillment of legal obligations. The lack of two-way communication and active participation of local communities in CSR decision-making is one of the main problems. This contributes to community dissatisfaction and often causes conflict between mining companies and local communities. In addition, government regulations related to CSR are still weak in overseeing sustainable implementation, resulting in poorly managed social and environmental impacts.

In various industries, including the financial and technology sectors, this theory is applied with a focus on transparency, accountability, and sustainability. In the financial sector, for example, banks must ensure that their services are fair and sustainable, while in the technology industry, companies such as Google and Facebook must maintain the privacy of user data and communicate well about the use of that data. This approach helps companies avoid reputational risks, meet stakeholder expectations, and create stronger relationships with society (Murdifin et al., 2019; Nie et al., 2021; Osei-Kojo & Andrews, 2020).

Although many studies have discussed CSR in the mining sector, there is still a gap in understanding how inclusive stakeholder engagement can improve CSR effectiveness, especially in the context of developing countries such as Indonesia. Many studies focus more on government or company policies, but do not delve deeply into the dynamics of the relationship between all parties involved in CSR implementation. This study aims to fill this gap by further examining the active role of stakeholders in sustainable CSR management. This study offers a new approach to assessing stakeholder engagement in the mining sector, by combining various relevant theories and concepts, such as Stakeholder Theory, Social License to Operate, and Triple Bottom Line, to analyze CSR implementation. This study will also provide new insights into the challenges faced by the mining sector in engaging stakeholders in an inclusive and effective manner, as well as the long-term impacts of sustainable CSR implementation.

This study is relevant for academics, practitioners, and policy makers who are interested in CSR management in the mining sector, especially those who focus on the role of stakeholders in creating sustainable CSR programs. The results of this study can provide practical recommendations for mining companies in increasing community participation and stakeholder engagement, as well as assisting the government in formulating policies that support social and environmental sustainability. The purpose of this study is to identify and analyze the role of stakeholders in the implementation of CSR in the mining sector, as well as to examine the social, economic, and environmental impacts of existing CSR practices in this sector.

II. METHOD

This study is the SLR (Van Dinter et al., 2021), which aims to identify, evaluate, and synthesize relevant findings regarding the role of stakeholders and corporate social responsibility (CSR) in the mining sector. This SLR is expected to provide a comprehensive picture of the influence of CSR on the mining sector and how stakeholder involvement can influence effective CSR implementation. This study will collect data from various trusted scientific sources. The academic databases used include Scopus, Web of Science, Google Scholar, SpringerLink, Elsevier (ScienceDirect), and JSTOR. In addition, related journals that focus on management, economics, social, and environment that are relevant to CSR and stakeholders in the mining sector will be included in the analysis. In addition to journal articles, annual reports of mining companies, reports from international institutions such as the World Bank and OECD, and reports from relevant non-governmental organizations will also be used as data sources.

Studies included in this review must meet several inclusion criteria. Articles published between 2018 and 2025, in either English or Indonesian, and specializing in CSR in the mining sector and the role of stakeholders in its implementation, will be included. In addition, articles discussing the social, economic, and environmental impacts of CSR and corporate relationships with communities will be considered. Qualitative, quantitative, and mixed-method studies are acceptable. Studies that are not relevant to the topic, are not fully accessible, or were published before 2018, will be excluded from this review. The search process begins with the use of relevant keywords such as "Corporate Social Responsibility in Mining Sector", "Stakeholders and CSR Mining", "Mining Industry Stakeholder Engagement", and "Social License to Operate Mining". Article selection will be based on the relevance of the title and abstract, with only articles that meet the inclusion criteria considered for further analysis. After that, the selected articles will be further screened based on the full text to ensure that they are truly relevant to the research topic. The data collected will include information on the research methods used, key findings from each article, types of stakeholders involved in CSR, social, economic and environmental impacts arising from CSR practices in the mining sector, and recommendations for more effective CSR implementation.

This data will be analyzed thematically to identify emerging patterns related to the role of stakeholders, challenges faced in implementing CSR, and the success or failure of CSR programs in the mining sector. Each article included in this review will be assessed for methodological quality using appropriate quality assessment tools. For qualitative studies, the assessment will be conducted using the Critical Appraisal Skills Programme (CASP), while for quantitative studies, the JOANA (Journal of Applied Nursing Appraisal Tools) tool will be used. The reliability of the analysis results will be tested by two independent researchers to ensure that the findings obtained are accurate and reliable. Following data collection and analysis, findings from existing studies will be synthesized to provide a broader picture of CSR implementation trends in the mining sector between 2018 and 2025. The synthesis will focus on various aspects related to stakeholder engagement in CSR, including the roles played by various parties, challenges faced, and impacts on companies and communities. The final report of this study will include a summary of key findings, an analysis of stakeholder engagement in CSR implementation, and practical recommendations for mining companies in improving the effectiveness of their CSR. In addition, this report will also identify gaps in the literature and provide directions for further research. The review process is estimated to take approximately 6 to 9 months to complete the search, selection, data analysis, and report writing stages. The research team will consist of a principal investigator, research assistants, and quality evaluators who will work collaboratively to ensure the accuracy and quality of this study.

III. RESULTS AND DISCUSSION

In this article, the discussion will focus on four main components that greatly influence the implementation of Corporate Social Responsibility (CSR) in the mining sector. First, the role of stakeholders will be explained to identify how each party, such as companies, governments, local communities, and non-governmental organizations, contributes to the success or failure of CSR. Second, we will explore the economic, social, and environmental responsibilities that are at the heart of CSR, and how mining companies manage their social and environmental impacts while creating economic value. Next, the discussion will focus on stakeholder involvement in decision-making, considering the importance of active participation by communities and other stakeholders in designing effective CSR policies. Finally, the impact of CSR on company performance, both in terms of image, profitability, and long-term sustainability of companies in the mining industry, will be analyzed. All of these components are interrelated, forming an important basis for the development and implementation of sustainable CSR in the mining sector.

The Role of Stakeholders in CSR Implementation in the Mining Sector

The implementation of Corporate Social Responsibility (CSR) in the mining sector is greatly influenced by the role of various stakeholders, involving the government, local communities, NGOs, the media, and company shareholders (Arinnis et al., 2022; Rodrigues et al., 2022). Stakeholders have significant power and influence in determining the direction and success of CSR policies adopted by mining companies (Frederiksen, 2019; Mbilima, 2021). Local communities are the stakeholders most directly affected by CSR activities, both positively and negatively (Hoi et al., 2018; Kim & Lee, 2019; Rhee et al., 2021). Research by Sigismond A. Wilson (2022) in Sierra Leone highlights the importance of active community involvement in the planning and implementation of CSR programs. Lack of community participation in this process can lead to a mismatch between community expectations and company policies, which in turn reduces the effectiveness of CSR. Communities, including youth, women, and people with disabilities, must be more deeply integrated into every stage of CSR development so that these initiatives can meet their needs and provide more significant benefits (Wilson, 2022). This is in line with the findings of Gideon Jojo Amos (2024) which shows that local communities often demand companies to pay attention to social and environmental issues, such as community empowerment, cultural preservation, and sustainability of development projects (Amos & Boahen, 2024).

The government and regulators have an important role in overseeing and regulating the implementation of CSR in the mining sector (NUSWANTARA & PRAMESTI, 2020). In many cases, weak regulations provide loopholes for companies to exploit natural resources without regard to social and environmental impacts. Research by Tioluwani (2023) on the mining governance system in Nigeria revealed that ineffective regulations allow companies to pollute the environment and violate community rights (Tioluwani, 2023). Therefore, the role of the government as a fair and transparent supervisor is needed to ensure that companies are responsible for implementing sustainable CSR and providing benefits to all parties involved.

Companies and Management also play an important role in the success of CSR implementation. As parties that design and implement CSR policies, companies must be able to align their policies with the needs and expectations of other stakeholders. Steven Kayambazinthu Msosa's research (2023) highlights that stakeholder involvement in CSR planning can reduce social tensions and improve long-term sustainability (Msosa, 2023). Therefore, companies need to be more proactive in conducting dialogue with local communities and other stakeholders to understand their needs, and adjust CSR policies to these expectations. In addition, Cesar Saenz (2023) explained that mining companies are currently transitioning in implementing CSR, moving from minimal compliance to a more holistic and multi-stakeholder approach. Companies are not only fulfilling legal obligations, but also creating social value for the surrounding community (Saenz, 2023). This transition process shows that companies are increasingly aware of the importance of the role of local communities in the success of mining projects and the sustainability of their operations.

In a study by Lin et al. (2019), it was revealed that the strategies used by various stakeholders in mining projects are also influenced by the legitimacy and urgency of the issues at hand, not just their power (Lin et al., 2019). Therefore, stakeholders who have a deeper understanding of community needs and the urgency of social and environmental issues will be more aggressive in encouraging companies to adopt more responsive CSR policies. Que et al. (2019) developed a framework that identifies technical challenges in increasing mining community engagement and corporate social responsibility, especially in supporting the sustainability of mining supported by local communities. This study emphasizes the importance of a community-based approach in designing CSR, which can overcome technical challenges and improve the effectiveness of CSR programs in the mining sector (Que et al., 2019).

Overall, stakeholders play a important role in implementing CSR in the mining sector. Active involvement of local communities, strong and fair regulations from the government, and wise management by companies are the keys to creating sustainable CSR programs that provide significant benefits to all parties involved. Broader and more inclusive involvement will ensure that CSR not only meets legal obligations but also creates positive social and environmental impacts.

Economic, Social and Environmental Responsibility in CSR Implementation in the Mining Sector

The implementation of Corporate Social Responsibility (CSR) in the mining sector must cover three main interrelated dimensions: economic, social, and environmental (Rodrigues & Mendes, 2018). Each dimension plays an important role in achieving sustainability and long-term success, both for the mining company itself, and for the community and environment around the operating area (Bini et al., 2018; Fraser, 2021; Tost et al., 2018). Economic Responsibility relates to the contribution of mining companies to the local and national economy (Anong, 2019). This dimension involves job creation, income generation, and infrastructure development that can drive long-term economic growth. Muhammad Shahjahan Usmani (2022) in his research emphasized that CSR initiatives that focus on employee training and empowerment are significant, which are also relevant in the context of the mining sector, where local skill development and job creation are key to improving the economy of the surrounding community (Usmani et al., 2022). Sigismond A. Wilson (2022) also showed that the economic dimension of CSR often gets the highest score in the assessment of effectiveness in mining areas, although more initiatives are still needed that focus on creating sustainable long-term economic value for local communities (Wilson, 2022).

Social Responsibility focuses on improving the social welfare of the surrounding community (Carroll & Brown, 2018; Fallah Shayan et al., 2022; Saleh et al., 2022; Witjaksana et al., 2024). This includes various aspects such as education, health, and social empowerment that can improve the quality of life of people affected by mining activities. Yudo Anggoro (2021) found that although companies often claim to use CSR to build a positive image, in many cases, these CSR programs do not provide significant social impacts (Anggoro et al., 2021). CSR programs that are not measurable or not well-targeted can reduce public trust and lead to social dissatisfaction. Therefore, companies must focus on initiatives that truly meet the social needs of the community and not just for image purposes.

Environmental Responsibility is a dimension that is increasingly receiving attention in the context of mining sector CSR (Haroon et al., 2025; Huk & Kurowski, 2021). Mining activities often cause serious environmental impacts, such as water pollution, ecosystem damage, and land degradation. Therefore, mining companies must be responsible for reducing negative impacts on the environment and implementing better sustainability practices. Research by Yao Zhou (2019) revealed that although the mining sector has the potential for large environmental impacts, companies can address these issues through the application of environmentally friendly technologies and sustainability-based approaches (Zhou, 2020). This is in line with the findings of Vidette Bester & Groenewald (2021) which show that involving artisanal miners in CSR initiatives can help companies improve their ESG ratings and improve their social license to operate, while reducing environmental impacts such as groundwater pollution and ecosystem damage (Bester & Groenewald, 2021). However, although mining companies often launch CSR programs with the aim of addressing environmental challenges (Laing et al., 2019; Warhurst, 2024), research by Elizabeth Tuukondjele (2024) shows that the lack of clear implementation procedures, measurable indicators, and misalignment with stakeholder expectations can lead to conflict and reduce the effectiveness of CSR (Tuukondjele & Chata, 2023). In this regard, companies need to ensure that CSR implementation is carried out transparently and in accordance with the needs and expectations of the community.

In addition, research by Chipangamate et al. (2023) shows that mining modernization, with the integration of digital technology in stakeholder engagement practices, plays a critical role in achieving sustainable mining (Chipangamate et al., 2023). Companies must continue to innovate in the way they manage social and environmental impacts through technologies that can support the sustainability of the industry and meet the demands of society and increasingly stringent environmental regulations.

Overall, CSR in the mining sector must include economic, social, and environmental dimensions in a balanced manner, with sufficient attention to managing the impacts caused by mining activities (Blinova et al., 2022; Woźniak & Jurczyk, 2020). Saenz Cesar (2020) in his research shows that effective CSR practices can change a company's social capital, strengthen relationships with local communities, and build corporate legitimacy in the eyes of the public (Cesar & Jhony, 2020). Therefore, mining companies need to invest in sustainable CSR initiatives, which are not only economically profitable, but also provide real social and environmental benefits to the community and the surrounding environment.

Stakeholder Engagement in the CSR Decision-Making Process in the Mining Sector

Stakeholder involvement in the decision-making process related to CSR in the mining sector is important to ensure that CSR programs provide balanced benefits for companies and communities (Fordham & Robinson, 2018; Yusif & Hafeez-Baig, 2024). Minimal or non-transparent engagement can lead to a mismatch between company policies and the needs of local communities, which has the potential to cause social conflict and reduce the effectiveness of CSR. Research by Jenna Jade Isacowitz (2022) shows that many mining companies fail to operationalize CSR by involving stakeholders transparently. This results in a mismatch between the company's intentions and implementation in the field (Isacowitz et al., 2022). Obby Phiri (2019) also found that the asymmetry of power between stakeholders leads to unbalanced communication and a lack of effective collaboration. Companies that do not involve all stakeholders inclusively tend to ignore critical interests that can affect the success of CSR (Phiri et al., 2019). For example, Anuradha Inamdar (2024) shows that companies that do not involve stakeholders in the CSR planning stage often experience a mismatch between company policies and community expectations, thereby reducing the positive impact of the CSR program (Inamdar, 2024).

Stakeholder involvement in Corporate Social Responsibility (CSR) programs plays an important role in determining the effectiveness and impacts generated, especially in the mining sector which has a major impact on the environment and society of the surrounding community (Seloa & Ngole-Jeme, 2022). Various studies have shown that active participation, transparency, and effective communication strategies are essential to increase the success of CSR programs.

The lack of transparency and community involvement in the formulation of CSR policies is one of the main factors that hinders the effectiveness of these programs (Lu, 2019; Wirba, 2024). Abigail Hilson (2019) revealed that in many mining areas in sub-Saharan Africa, CSR programs often do not provide significant social impacts because local communities are not involved in decision-making (Hilson et al., 2019). Similar findings were also found in Tioluwani's (2023) study which showed that low community participation in mining policies in Nigeria causes various environmental problems and violations of social rights. This confirms that without the active involvement of affected communities, CSR is merely a formality without real benefits for the community (Tioluwani, 2023).

In order to increase the effectiveness of stakeholder involvement, a more inclusive approach to policy-making is a solution suggested by several studies (Andersen et al., 2021; Jetoo, 2019). Nathan Andrews (2020) proposed the “Open, Prior and Independent Deliberate Discussion” (OPIDD) strategy as a method to increase community participation in CSR decision-making in the mining sector. By giving more control to local communities, this approach is expected to improve social and environmental sustainability and create policies that are more in line with community needs (Andrews & Essah, 2020). In addition to a more open policy approach, an effective communication strategy is also a key factor in increasing stakeholder engagement (Hyland-Wood et al., 2021; Watson et al., 2018). Pons et al. (2021) suggest that the mining sector adopt dialogic theory-based communication that allows for two-way communication between companies and stakeholders. In the digital era, also be used as a tool to gather input from the community regarding CSR policies, so that companies can be more responsive to community aspirations and increase transparency (Pons et al., 2021).

Various studies support the importance of active stakeholder involvement in CSR planning and implementation (Lane & Devin, 2018; Tworzydło et al., 2021). Serfontein-Jordaan & Dlungwane (2022) emphasize that greater involvement can improve the sustainability of CSR projects from economic, social, and environmental aspects (Serfontein-Jordaan & Dlungwane, 2022). Ansu-Mensah et al. (2021) in their study at Newmont Ahafo Mines, Ghana, also emphasized that broader stakeholder engagement can increase the relevance and impact of CSR in the mining sector (Ansu-Mensah et al., 2021). In addition, Jonek-Kowalska et al. (2018) showed that effective relationships between stakeholders and mining companies can contribute to increasing corporate value and strengthening their social legitimacy (Jonek-Kowalska et al., 2018).

However, although stakeholder engagement in CSR is recognized as a key success factor, various challenges still exist in its implementation (Ayalew, 2018). Hąbek et al. (2019) found that despite the increasing number of CSR reporting, stakeholder engagement is often still undervalued, with communication still being one-way and reducing corporate accountability to local communities. This suggests that many companies still view stakeholder engagement as a formality rather than as part of an effective strategy (Hąbek et al., 2019). On the other hand, Ching’onga (2019) in his study in Malawi highlighted that although there are regulations that support the implementation of CSR, their implementation is still weak due to the lack of clear national policies. This regulatory uncertainty can be a barrier for companies in implementing effective and sustainable CSR (Ching’onga, 2019). Stakeholder engagement in the CSR decision-making process in the mining sector is essential to improve transparency, accountability, and effectiveness of CSR programs. An inclusive, transparent, and symmetrical communication-based approach can help mining companies build better relationships with local communities and strengthen their social license to operate (SLO). Therefore, mining companies must actively adopt policies that encourage stakeholder participation at every stage of CSR implementation.

The Impact of CSR on Corporate Performance in the Mining Sector

CSR that is well managed has a significant impact on corporate performance, especially in improving reputation and profitability (Singh & Misra, 2021). Various studies have shown that CSR that is implemented strategically not only functions as a social obligation, but can also be an important tool in achieving long-term profits and corporate sustainability. One of the direct influences of CSR on corporate performance is improving the company's image and reputation (Le, 2023). Research by Stephanie (2024) shows that companies that implement CSR well, focusing on sustainability and not just social obligations, can achieve better financial performance. The success of CSR in improving corporate image can also lead to increased public and stakeholder trust, which is often faced with social and environmental challenges (Stephanie, 2024). However, Judith Walker (2020) warns that some CSR programs, especially in the mining sector in Canada, focus more on image than real impact. For example, adult education programs that have no measurable impact, although implemented with the aim of improving the company's image, often do not provide concrete results for the local community (Walker & Sarkodie, 2019).

CSR that focuses on sustainability not only benefits the surrounding community, but can also strengthen the company's position in the long term (Aslaksen et al., 2021). Research by Steven Kayambazinthu Msosa (2023) shows that companies that fail to actively involve stakeholders in CSR planning and implementation may face difficulties in achieving social and financial sustainability. In the mining sector, good relationships with surrounding communities are key to maintaining operational stability. An effective CSR program can strengthen these relationships, ensuring smooth company operations and supporting long-term sustainability (Msosa, 2023). Conversely, failure to implement CSR properly, as Willice Abuya (2023) found in the Kenyan mining sector, can lead to social tensions, reputational damage, and business instability. When companies fail to meet community expectations or fail to manage social and environmental impacts, this can harm the company's performance both directly, through disruption of operations, and indirectly, through a decline in trust and corporate image (Abuya, 2023).

Although CSR can have a positive impact on company performance, challenges in its implementation remain (Nave & Ferreira, 2019). For example, in a study on VALE SA (2021), the company considered the relocation process as part of CSR, but its approach was reactive and inadequate, especially in Mozambique which has weak institutions. This shows that although CSR can be an integral part of a company's strategy, its success is dependent on the social and institutional context in which the company operates (Machanguana & Dias Sardinha, 2021). Pengcheng Tang (2020) also examined how a combination of corporate governance (CG) mechanisms affects the CSR performance of mining companies. This study shows that concentrated ownership structures, strong government intervention, and media pressure can improve a company's CSR performance. On the other hand, other corporate governance mechanisms only function as supporting conditions that do not directly affect CSR outcomes. This shows that successful CSR implementation depends not only on the company's internal policies, but also on external factors such as regulation and public scrutiny (Tang et al., 2020).

Research by Frederiksen (2018) found that metal mining companies often manage CSR with an approach that focuses more on risk management, especially reputational, operational, and regulatory risks. Although CSR can reduce the potential negative impact on a company's reputation, if the focus is only on risk management, the results achieved are often suboptimal. In this case, even though companies invest significant resources in CSR programs, the impact on the community is often insubstantial, because the program is more aimed at protecting the company's reputation than providing real benefits to the surrounding community (Frederiksen, 2018). The implementation of the <IR> (Integrated Reporting) framework by mining companies also affects CSR disclosure in their reports (Kılıç & Kuzey, 2018). Research by Ackers & Grobbelaar (2022) revealed that although some companies experienced positive impacts in CSR disclosure, there were also companies that experienced negative impacts. This confirms that transparency in CSR reporting is dependent on how companies formulate and implement their CSR policies. Unclear or inconsistent disclosures can undermine the effectiveness of CSR programs and reduce stakeholder trust (Ackers & Grobbelaar, 2022).

CSR that is well implemented in the mining sector not only provides benefits to the surrounding community, but can also improve the company's overall performance, both in financial and social aspects. By focusing on sustainability, transparency, and active stakeholder participation, companies can gain sustainable long-term benefits. However, challenges in implementing and managing CSR remain, especially related to risk management, inadequate disclosure, and mismatch between company policies and community expectations. Therefore, companies must ensure that their CSR is not only reactive or image-building, but actually provides a positive impact for all parties involved.

In the realm of mining, significant research has been conducted to understand the impacts of Corporate Social Responsibility (CSR) practices, particularly in two major sectors: mineral mining and coal mining. Mineral Mining Numerous studies indicate that mineral mining often has substantial social and environmental impacts. Research suggests that CSR initiatives in the mineral mining sector tend to focus more on managing environmental impacts and empowering local communities. For instance, a study by Wilson (2022) highlights the importance of community involvement in the planning of CSR programs in mineral mining areas. This engagement is crucial for ensuring that the initiatives not only address environmental concerns but also meet the needs and expectations of the local population.

Coal Mining On the other hand, coal mining presents its own set of challenges related to CSR, particularly concerning environmental impacts such as pollution and ecosystem degradation. Research indicates that CSR in the coal sector often prioritizes legal compliance and corporate image over tangible social benefits. For example, a study by Laing et al. (2019) reveals that environmental initiatives within the coal industry frequently fall short of adequately addressing the negative impacts associated with mining activities. This discrepancy underscores the need for a more effective approach to CSR that genuinely benefits both the environment and the communities affected by coal mining operations.

IV. CONCLUSION

The implementation of CSR in the mining sector plays a crucial role in balancing business, social, and environmental interests. Active stakeholder involvement local communities, governments, and companies is essential to ensure CSR programs provide real benefits beyond mere formality. Strong regulations, transparency, and inclusive participation enhance CSR effectiveness and corporate legitimacy. Well-managed CSR strengthens community relations, increases social license to operate (SLO), and supports long-term sustainability. However, challenges remain, including weak communication and misaligned expectations. Mining companies must adopt proactive, transparent, and participatory CSR strategies to create meaningful social and environmental impacts beyond corporate image-building.

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