

Analysis Impact of Corporate Social Responsibility (CSR) Program on Local Community Economic Strengthening: Case Study of Asam-Asam Coal Project

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ABSTRACT

PT Darma Henwa Tbk (DH) through the Asam-Asam Coal Project (ACP), operates under a Special Mining Business License owned by PT Arutmin Indonesia (AI) in Asam-Asam Village, Jorong District, Tanah Laut Regency, South Kalimantan. Operating in 2008, this project has had a significant economic impact on the surrounding community. The purpose of this research is to conduct an Impact Analysis of Corporate Social Responsibility (CSR) Programs on Strengthening the Local Community Economy: ACP Case Study. The research was conducted at DH ACP in Simpang Empat Sungai Baru Village, Jorong District, Tanah Laut Regency, South Kalimantan. The DH ACP work area itself is in the Special Mining Business License (IUPK) owned by PT AI Indonesia Asam Asam which has an area of 11,403 Ha. The data analysis technique uses a qualitative and quantitative descriptive approach to answer the study objectives related to the allocation and impact of CSR programs on community economic development. Data obtained through interviews with companies and aid recipients were analyzed using the SWOT method, which includes aspects of

Strengths, Weaknesses, Opportunities, and Threats. Lack of assistance during the development process of assistance and market diversification were the main factors in the findings of crop failure and low sales. The assistance referred to can be in the form of counseling from related agencies, other training, and assistance with livestock medicines. Market diversification can be through conversion of processed products, market locations & target markets to reduce dependence on local markets.

Keywords: Corporate Social Responsibility, Economy, Asam Asam Coal Project

INTRODUCTION

The mining sector, especially coal commodities, has become a leading sector in 2022. This is in line with the increase in world crude oil and gas prices which have triggered an increase in demand for fossil fuels as an alternative. Calculation of the Indonesian Crude Price (ICP) Formula, the average ICP in October 2022 reached US\$89.10 per barrel, up from US\$86.07 per barrel in September 2022. The increase in coal demand has driven the expansion of mining areas by industry players. Behind the positive contributions such as improving the

welfare of communities around the mine, there are also negative impacts such as community dependence on the mining sector (Maringka, 2022).

The presence of mining businesses also has consequences for environmental and social conditions. When mining companies enter the mine closure phase, people begin to feel significant changes, especially in social, cultural, and economic aspects. Dependence on the mining sector can trigger post-operational economic stagnation. It is important for companies to implement sustainability-oriented Corporate Social Responsibility programs in order to break the chain of dependency (Maringka, 2022).

PT Darma Henwa Tbk (DH) through the AsamAsam Coal Project (ACP), operates under a Special Mining Business Permit owned by PT Arutmin Indonesia (AI) in AsamAsam Village, Jorong District, Tanah Laut Regency, South Kalimantan. Fluctuations in coal prices such as those that occurred in 2016 when the ICI 4 price was at US\$29/ton, have resulted in reduced working hours, layoffs, and even the closure of local businesses. This phenomenon reinforces the evidence that dependence on the mining industry is very high (Haryanto, 2022; Suprpto, 2021). 2019–2022 was a challenging period due to the COVID-19 pandemic. Many companies, including DH ACP, diverted most of their Corporate Social Responsibility (CSR) funds to handle the pandemic, such as purchasing medical devices and vitamins, so that the allocation of funds for community economic

development programs was limited. CSR subprograms such as community economic development are very important to strengthen the economic capacity of communities affected by mining. Evaluation of this program is crucial in assessing the effectiveness and accountability of the company to the surrounding community.

In 2019–2022, only 4% of the total actual CSR funds allocated by DH ACP were for economic development, while the largest allocation, 64.8%, was directed to donations and religious activities. This imbalance raises questions regarding the effectiveness of the company's CSR strategy. This evaluation should include mapping needs, objective recipient selection, and program monitoring and follow-up. The CSR program can be a driving force for the economic independence of communities around the mine in a sustainable manner. The purpose of this research is to conduct an Analysis of the Impact of CSR Programs on Strengthening the Local Community Economy: ACP Case Study. Masyarakat Lokal: Studi Kasus ACP.

MATERIALS & METHODS

The research was conducted at DH ACP in Simpang Empat Sungai Baru Village (Sei Baru), Jorong District, Tanah Laut Regency, South Kalimantan. The DH ACP working area itself is in the Special Mining Business Permit (IUPK) AI which has an area of 11,403 Ha. The location map of IUPK PT AI can be seen in the figure:

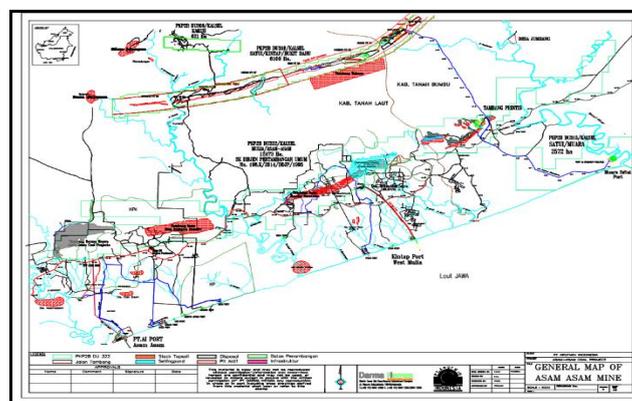


Figure 1. General Map of PT AI IUPK Location

The data analysis technique in this study uses a qualitative and quantitative descriptive approach to answer the study objectives related to the allocation and impact of CSR programs on community economic development. Data obtained through interviews with companies and aid recipients were analyzed using the SWOT method, which includes aspects of Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis was carried out with the help of Microsoft Excel by assigning weights (0–1) and ratings (1–5) to produce scores for each component which were then mapped in a Cartesian SWOT diagram to determine the quadrant strategy position. To assess the impact of CSR on society, a scoring method using the Likert scale (Galavan, 2014) was used, which consists of five levels of agreement with the impact of the assistance received, from very no impact (value 1) to very impactful (value 5). The score value obtained is then formulated using the achievement percentage formula according to Muhamad (2015), namely the total realization score divided by the total target score multiplied by 100%.

RESULT

The results of the evaluation of the DH ACP CSR program in community economic development revealed various obstacles that influenced the success or failure of the provision of assistance. These obstacles include technical aspects, such as the lack of knowledge and skills of beneficiaries in managing assistance, as well as external factors such as market price fluctuations, limited market access, and environmental conditions that are not always supportive. There are also administrative and managerial obstacles, such as a lack of ongoing assistance, ineffective coordination between companies and communities, and a mismatch between the type of assistance provided and the real needs of the community. Analysis of these constraints is important to understand why some programs thrive while others experience obstacles, so that corrective steps can be formulated to increase the success of the program in the future. The results of the SWOT analysis of obstacles to the development of economic development assistance received by the community are as follows:

Table 1. Internal Factor Analysis (Strengths and Weaknesses)

No	Strengths	Weight	Rating	Score
1	Appropriate Village Designation	0,38	3,50	1,34
2	Continuous Monitoring	0,21	3,50	0,72
3	Assistance Provides Benefit Value	0,41	3,50	1,44
	Total Strengths	1		3,50
No	Weaknesses	Weight	Rating	Score
1	Lack of Mentoring and Counseling	0,29	3,17	0,92
2	No Recipient Involvement in Determining Type of Assistance	0,31	3,67	1,15
3	Dependence on Internal Market	0,40	2,17	0,86
	Total Weaknesses	1		2,93
	Total Internal Factor Analysis Summary (IFAS)	1		
Difference between total strengths – total weaknesses = 3.50 – 2.93 = 0.57 (element x)				

The results of the evaluation of the Strength of DH ACP's CSR program in developing the community's economy are:

1. Appointment of the Right Village

The appointment of the right village as a recipient of CSR program assistance shows that DH ACP understands the importance of local community involvement in the

selection process. The selected village has the potential and needs that match the type of assistance provided, thus increasing the likelihood of the program's success. This program can utilize local resources, ensure active community involvement, and strengthen social relations between the company and the community. DH ACP designating the right village also ensures

that the positive impact of the program is more felt and can be felt by the community around the mining area, improving the local economy.

2. Continuous Monitoring

Monitoring of aid carried out at least once a month has provided positive results. This monitoring ensures that the aid provided can be managed well by the recipient and provides maximum impact. Monitoring has been carried out but periodic evaluation of aid recipients, detecting obstacles that arise, and providing support if necessary needs to be improved to be even better. This monitoring serves as a tool to measure the success of the program and to adjust the strategy if deficiencies or obstacles are found. Continuous monitoring, companies can maintain good relationships with the community and ensure that the aid provided truly has a positive impact in the long term.

3. Assistance Provides Beneficial Value

The main strength of the DH ACP CSR program is that the assistance provided provides direct beneficial value to the recipients. The aid recipients felt positive changes, such as increased business capital, the ability to diversify their business, and increased economic welfare. For example, recipients of goat assistance who initially did not have permanent jobs, after receiving assistance, from the benefits obtained, were able to buy a motorbike and open a mobile meatball business. The assistance received is not only physical, but also provides opportunities for further business development, which in turn can improve the standard of living of the local community. This also reflects that the company's CSR program has a long-term orientation that is not only focused on providing assistance, but also on creating sustainable economic opportunities for communities in ACP's work areas.

The results of the evaluation of the Weaknesses of the community economic development program at DH ACP are:

1. Lack of Mentoring and Counseling

A weakness found in the evaluation of the DH ACP CSR program is the lack of mentoring and counseling after the provision of assistance. Without technical assistance or further counseling from the company or related agencies, aid recipients may experience difficulties in managing and developing the aid they receive. This risks causing suboptimal utilization, such as livestock deaths or ineffective business management or difficulties in solving technical problems that arise. More intensive assistance, such as skills training or introduction to new technologies, will improve the skills of beneficiaries, allowing to maximize outcomes and accelerate the process of economic sustainability.

2. No Recipient Involvement in Determining the Type of Assistance

Another weakness identified was the lack of recipient involvement in determining the type of assistance. All types of assistance are determined by the company without any discussion or input from the recipients of the assistance, which can lead to a mismatch between the assistance provided and the real needs of the community. Recipient involvement in the planning and selection stages of aid types will ensure that the aid provided is more relevant and appropriate to the conditions and potential that exist in local communities. Without such involvement, the potential for success of CSR programs may be limited, and the assistance provided may be less effective in addressing existing problems.

3. Dependence on Internal Market

Dependence on internal market in product marketing is one of the weaknesses found in the CSR program evaluation. Marketing that is limited to this internal network reduces the potential for products to reach a wider market and reduces the potential income of aid recipients. Without access to a larger external market, the products produced can be trapped in a smaller market with less

profitable prices. To overcome this weakness, efforts are needed to develop wider marketing channels, including digital marketing, partnerships with large companies, or providing access to a larger

market through exhibitions or distribution in markets outside the region.

SWOT strategy analysis consisting of External Factor Analysis Summary (EFAS) is presented in the following table:

Tabel 2. Analisis Faktor Eksternal (Peluang dan Ancaman)

No	Opportunity	Weight	Rating	Score
1	Capacity Development through Extension	0,34	3,50	1,20
2	Product Diversification	0,31	3,33	1,04
3	Marketing Network Development	0,34	3,67	1,26
	Total Strengths	1		3,50
No	Threats	Weight	Rating	Score
1	Harvest Failure or Livestock Death	0,29	3,00	0,88
2	Lower Market Prices	0,26	3,00	0,78
3	Limited Market Access	0,44	3,50	1,56
	Total Weaknesses	1		3,22
	Total External Factor Analysis Summary (EFAS)	1		
Difference between total opportunities – total threats = 3.50 – 3.22 = 0.28 (element y)				

The results of the evaluation of the Opportunity for the community economic development program at DH ACP are:

1. Capacity Development through Counseling

The greatest opportunity that can be utilized in the DH ACP CSR program is community capacity development through counseling and training. Providing technical and managerial skills training to aid recipients, this CSR program can increase the capacity of the community in managing businesses more efficiently. Counseling on more environmentally friendly farming practices, effective business management, or the introduction of new technologies can improve production yields and business sustainability. In addition, this training can create a multiplier effect, where aid recipients can share knowledge with the surrounding community, accelerating collective economic growth.

2. Product Diversification

A successful CSR program opens up opportunities for product diversification in DH ACP. With the right capital and knowledge assistance, recipients can develop new, more valuable products, reducing dependence on one type of

business or commodity. For example, if previously assistance was more focused on certain agricultural or livestock products, recipients can be given support to develop side products or value-added products, such as processed foods, handicrafts, or other nature-based products. This product diversification can also expand the market and increase the competitiveness of local products, which in turn can increase community income and welfare.

3. Marketing Network Development

An important opportunity in DH ACP's CSR program is the development of a wider marketing network. By expanding market access, both locally and nationally, recipients can increase income and ensure business sustainability. One way to develop a marketing network is to utilize digital technology and e-commerce platforms to market products to a larger market. Additionally, partnerships with larger companies or distributors can open up wider distribution channels, reducing dependence on limited internal markets. The development of this marketing network can also introduce local products to a larger market, increase product competitiveness, and create new market opportunities that are more profitable for local communities.

The results of the evaluation of Threats to the community economic development program at DH ACP are:

1. Obstacles of Crop Failure or Livestock Death

The main threats faced by recipients of assistance in the CSR program are technical obstacles such as crop failure or livestock death. Although assistance is provided in the form of products or seeds for agricultural and livestock businesses, external factors such as extreme weather, pest attacks, or livestock diseases can cause failure in the expected results. This can threaten the continuity of the recipient's business and cause financial losses. CSR programs should pay more attention to these risk factors by providing training on risk mitigation, as well as providing assistance and technical support to reduce the possibility of crop failure or livestock deaths, so that businesses can continue to grow despite facing natural challenges.

2. Lower Market Prices

Lower market prices are a serious threat to the sustainability of businesses supported by the DH ACP CSR program. Many recipients of assistance face difficulties in selling products at profitable prices due to market price fluctuations or intense competition with similar products. Market prices that are lower than production costs or expected selling prices can reduce profit margins and hinder the potential for business growth. This is especially the case for products that are more difficult to sell or have market prices that are heavily influenced by seasonal demand, such as agricultural or livestock produce. To overcome this threat, companies can play a role in assisting marketing and creating more stable market demand, as well as establishing partnerships with other institutions or companies that have wider distribution networks.

3. Limited Market Access

Limited market access is a significant threat to the sustainability of businesses developed through CSR programs. Although the products produced by aid recipients may be of good quality, the main challenge is limited access to a wider market. Limited market access, either due to location factors that are far from the main market or lack of marketing skills, makes it difficult to market products at profitable prices. Moreover, if marketing is only done through internal channels such as WhatsApp groups or between groups, the opportunity to reach wider consumers becomes very limited. DHACP CSR needs to help communities by creating more efficient distribution channels, such as developing partnerships with large retailers, utilizing digital platforms, or providing training on effective marketing strategies so that products can be more easily accessed by a larger market.

The results of the evaluation of Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) in the Corporate Social Responsibility program of Darma Henwa Tbk Asam Asam Coal Project in community economic development are:

- Strengths (S): 3.50
- Weaknesses (W): 2.93
- Opportunities (O): 3.50
- Threats (T): 3.22

The difference between the total strengths (Strengths) and weaknesses (Weaknesses), which is $3.50 - 2.93 = 0.57$ (element X) and the difference between the total opportunities (Opportunities) and threats (Threats), which is $3.50 - 3.22 = 0.28$ (element Y). Based on these results, the recommended strategy is an aggressive strategy, because the difference between strengths and weaknesses is greater (0.57) and opportunities are greater than threats (0.28). This shows that by utilizing existing strengths and available opportunities, as well as by overcoming existing weaknesses and threats, the CSR program can develop optimally and provide a positive impact on the economic development of the community in the DH ACP work area.

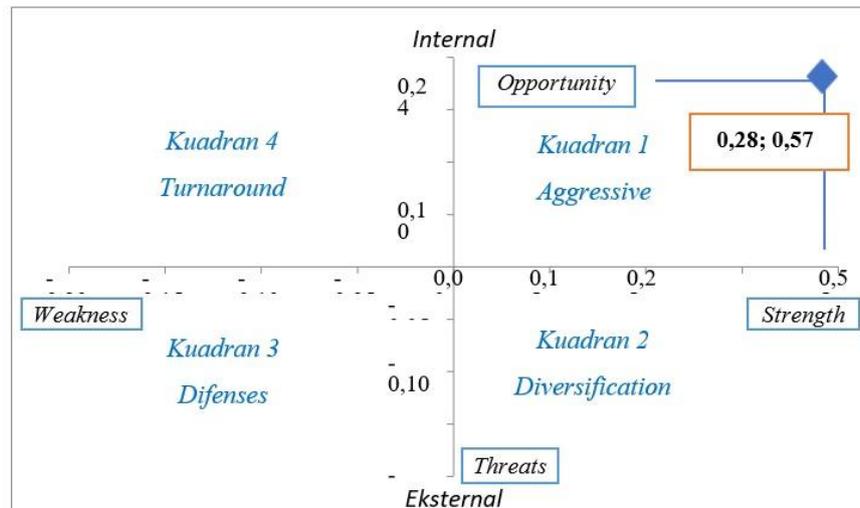


Figure 2. SWOT Analysis Diagram

The Cartesian SWOT diagram in Figure 5.2, the x and y axes are in quadrant 1, which means that the CSR strategy that must be implemented is an aggressive strategy. Examples of this aggressive strategy can be:

a) Expansion

The results of CSR economic development that provide benefits, CSR can be expanded outside the village of Sei Baru which of course adjusts the funds owned by the company. The creation of fostered farmer groups accompanied by training can be carried out in this strategy to ensure that assistance can develop further and support each other

b) CSR product innovation

Products that were initially only sold in physical form, such as goat assistance, can be processed by making derivative products such as Etawa goat milk products, goat cheese, goat milk soap. With this innovation, it is hoped that it can provide benefits that are much greater than before and sustainable. Branding or product

packaging must also receive attention, so that market reach can be wider. In this case, mentoring and training are needed.

c) Market Development

Cooperation with markets outside Sei Baru village could be an option to reduce dependence on local markets. Cooperation with several business establishments such as restaurants or hotels can also be used as new targets in product sales. Religious events such as Eid al-Adha can also be used as a means of promotion by establishing cooperation with several companies both in the mining circle and outside.

d) New investment

The construction of new cages with larger and more modern capacities can be done for further development

This SWOT matrix is used to produce alternative strategies SO (Strength – Opportunities), ST (Strength – Threats), WO (Weakness – Opportunities) and WT (Weakness – Threats) that can be used and are presented in the following table:

Table 3. SWOT Matrix

Internal/External Factors	O (Opportunities)	T (Threats)
Strengths	SO (Strength – Opportunities)	ST (Strength – Threats)
	1. Leverage existing strengths to develop digital marketing networks and partnerships with local companies to	1. Using existing strengths to increase technical capacity and market capabilities, while reducing the negative impacts of the

	increase market access.	risk of crop failure or livestock mortality.
	2. Optimizing trained human resources to increase production results by utilizing existing product diversification opportunities.	2. Leverage ongoing monitoring to mitigate risks associated with lower market prices and maximize profit potential.
	3. Expanding market coverage through the use of technology and online platforms to support more efficient product distribution.	3. Utilize continuous monitoring to mitigate the impact of existing external threats (such as low market prices and marketing constraints).
Weaknesses	WO (Weakness – Opportunities)	WT (Weakness – Threats)
	1. Conduct outreach and training programs to improve the technical capacity of aid recipients and address existing weaknesses.	1. Address weaknesses in mentoring by improving monitoring programs to reduce risks associated with crop failure and livestock mortality.
	2. Develop mechanisms that involve aid recipients in determining the type of aid to suit local needs and take advantage of existing opportunities.	2. Overcoming dependence on internal markets by establishing stronger partnerships with third parties to mitigate the threat of limited marketing.
	3. Improve market management by introducing broader marketing methods, reducing dependence on limited markets such as WhatsApp groups and groups.	3. Develop strategies to improve market conditions and prevent risky market price declines, as well as increase the sustainability of existing businesses.

SO (Strengths – Opportunities) strategy that focuses on strengthening the company's internal strengths by utilizing external opportunities is very important in increasing competitiveness and market access for products produced by the community. Utilizing existing strengths, such as trained human resource capabilities, companies can introduce digital marketing networks and establish partnerships with local companies. This will increase wider market access, while opening up opportunities for product diversification that can increase local community income.

ST (Strengths – Threats) strategy also plays an equally important role. Given the threats that can disrupt the sustainability of CSR programs, such as crop failure or livestock deaths, strengthening technical capacity through continuous monitoring is key to mitigating these impacts. Utilizing existing strengths in continuous supervision and monitoring will help communities identify problems early and find the right solutions. This strategy can also reduce the negative impact of low market price fluctuations, which often hinder the benefits of community cultivation efforts.

WO (Weaknesses – Opportunities) strategy leads to efforts to improve existing internal

weaknesses by utilizing available opportunities. The main weakness found in this Corporate Social Responsibility program is the lack of mentoring and counseling after the provision of assistance. This hinders aid recipients from managing their businesses better. Therefore, holding a counseling and training program that focuses on increasing the technical capacity of the community will be very helpful in optimizing business results. This strategy also involves aid recipients in the process of determining the type of assistance provided, so that it can be adjusted to more specific local needs and maximize existing potential. The WT (Weaknesses - Threats) strategy focuses more on mitigating existing weaknesses and external threats that can endanger the sustainability of existing businesses. Dependence on limited internal markets, such as marketing through WhatsApp groups or between groups, is one of the major challenges faced by the community. Increasing partnerships with third parties and managing broader markets needs to be done to reduce this dependence. By developing strategies that involve broader marketing, people can access larger and more stable markets, so that the threat of low market prices can be minimized. This

will also help maintain business sustainability in the long term.

The application of the SWOT matrix in the DH ACP CSR program provides clear guidance in formulating strategies that can overcome existing challenges and take advantage of available opportunities. Focusing on increasing technical capacity, product diversification, and developing a wider marketing network, this CSR program is expected to provide a sustainable positive impact on the development of the community's economy. It is important for all parties involved to support the implementation of this strategy through effective collaboration and careful planning. The impact evaluation of recipients of DH ACP CSR sub-program assistance shows that this program has the potential to improve the local community economy through several initiatives, including providing assistance in the form of business capital, training, and capacity building. Based on existing findings, this CSR program has had a positive impact on improving community welfare through economic empowerment and improving skills. The results of this evaluation are in line with findings from various literatures showing that CSR can be an effective tool in reducing economic disparities in local communities (Carroll, 1999). For example, beneficiaries in this program reported increased income from their businesses, which could be attributed to the increased skills gained from the training provided.

Positive impacts, there are still weaknesses in the implementation of CSR programs, such as the lack of post-assistance assistance and limitations in product marketing management. This is in line with research conducted by (Jamali et al., 2009) which states that the success of a CSR program is highly dependent on continued support after assistance is provided. Without ongoing assistance, aid recipients tend to have difficulty managing their businesses, which can ultimately reduce the expected positive impacts. In the case of DH ACP, although

monitoring was carried out, the lack of intensive assistance could cause a gap between the assistance provided and the recipient's ability to manage the assistance optimally. SWOT matrix analysis, the strength of this CSR program lies in the existence of a partnership network with local companies and the use of technology for marketing. This is in line with research conducted by (Porter & Kramer, 2006) which states that partnerships between companies and local communities are very important for creating mutual benefits. In this case, developing a wider marketing network through digital technology can open up greater market access and increase potential profits for aid recipients. Therefore, strengthening digital marketing strategies will be very helpful in overcoming limited marketing problems.

The main weakness of this program is the dependence on a limited internal market, which can reduce market potential and affect the stability of recipients' income. (Pérez et al., 2013) showed that limited internal markets are often obstacles to the sustainability of small businesses that receive CSR assistance. Expanding market share through partnerships with third parties or introducing products to a wider market is an important step that needs to be taken to reduce dependence on limited internal markets. Developing a wider marketing network, both locally and through digital platforms, will greatly contribute to the success of this CSR program.

Evaluation of the impact of the DH ACP CSR program shows that although there have been positive results in community economic development, there are areas that need to be improved to increase long-term impacts. The addition of more intensive mentoring programs, strengthening marketing networks, and ongoing training will strengthen the effectiveness of this program. This is in line with the results of research by (McWilliams & Siegel, 2001) which emphasizes the importance of long-term commitment in CSR programs in order

to provide sustainable benefits. Increasing the positive impact of the CSR program requires more attention to aspects of mentoring and developing a wider market for recipients.

(Baihaqi, 2019) CSR programs run by the company are still limited to the program stages that are charity, philanthropy, and infrastructure development. These programs have not touched on aspects of community empowerment, such as increasing human resource capacity. The evaluation stage is still a major weakness, because it is only carried out manually without a systematic approach and in-depth analysis such as a SWOT evaluation, so it is unable to describe the effectiveness and impact as a whole. In terms of reporting, there has been no in-depth quantitative or qualitative analysis of the achievements and impacts of the program, thus reducing the company's accountability. Strengthening of aspects of work procedure documentation, systematic evaluation, and comprehensive reporting is needed so that DH ACP CSR can function not only as a form of social responsibility, but also as a strategy for sustainable community socio-economic development and in line with the principles of good corporate governance (Safri et al., 2023)

CONCLUSION

Lack of assistance during the development process of assistance and market diversification were the main factors in the findings of crop failure and low sales. The assistance referred to can be in the form of counseling from related agencies, other training, and assistance with livestock medicines. Market diversification can be through conversion of processed products, market locations & target markets to reduce dependence on local markets.

Declaration by Authors

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