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Potential Social Conflict in Coal Mining Areas and Alternative Solutions in Indragiri Hulu Regency, Riau Province

Potensi Konflik Sosial di Kawasan Tambang Batu Bara dan Solusi Alternatifnya di Kabupaten Indragiri Hulu Provinsi Riau

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Abstrak: *Keberadaan perusahaan tambang di suatu kawasan memiliki dampak positif bagi pembangunan daerah, peningkatan lapangan pekerjaan, dan pertumbuhan ekonomi. Namun, keberadaan perusahaan tambang juga berisiko menimbulkan dampak negatif penurunan kualitas lingkungan dan konflik sosial. Penelitian ini bertujuan menganalisis potensi konflik sosial di kawasan tambang batu bara dan alternatif solusinya. Penelitian ini dilakukan di Indragiri Hulu, Riau menggunakan metode gabungan melalui pemberian kuesioner, wawancara mendalam, observasi fisik, dan diperkaya dengan literatur reviu. Ditemukan pemicu konflik sosial berupa isu kepemilikan lahan, perizinan dan pembebasan lahan, serta isu penggunaan fasilitas umum. Sebagai upaya penguatan kapasitas sumber daya manusia (SDM) perusahaan tambang telah memberikan program pemberdayaan masyarakat dalam bentuk beasiswa pendidikan tinggi. Peningkatan kapasitas SDM penting untuk menopang pertumbuhan wilayah dan meningkatkan daya saing melalui kegiatan produktif yang bermanfaat bagi peningkatan ekonomi guna mendorong terwujudnya ketahanan sosial dan ekonomi masyarakat lokal. Hal ini penting agar tidak banyak masyarakat yang menganggur dan mengganggu stabilitas perusahaan melalui gesekan-gesekan isu konflik lahan, konflik sosial, dan sejenisnya. Sebagai solusi diperlukan intervensi program pemberdayaan masyarakat dalam aspek pendidikan dan kegiatan produktif yang dilakukan secara optimal guna meningkatkan rasa kepemilikan masyarakat pada perusahaan. Melalui hal tersebut keberlanjutan*

operasional lebih mudah dicapai karena manfaat positif sosial, ekonomi, dan lingkungan dijaga secara kolaboratif. Peran Komisi VII DPR RI dan Kementerian ESDM sangat besar untuk menyukseskan tujuan tersebut.

Kata Kunci: *CSR; konflik sosial; masyarakat lokal; pemberdayaan; tambang*

Abstract: The presence of a mining company in a region impacts development by increasing employment and economic growth opportunities. On the other hand, mining companies run the risk of causing environmental deterioration and social conflict. The purpose of this study was to analyze potential societal conflicts in coal mining areas as well as alternative solutions. This study was carried out in Indragiri Hulu, Riau, utilizing a combination of surveys, in-depth interviews, physical observations, and review literature. It was discovered that issues of property ownership, permits, and land acquisition, as well as issues of usage of public facilities, were the triggers for social conflict. Mining companies have offered community empowerment programs through higher education scholarships to develop human resources (HR) capacity. It is critical to build human resource capacity to support regional growth and competitiveness through productive activities that are advantageous to economic development to facilitate the achievement of social and economic resilience in local communities. This is crucial so that only a few people lose their jobs and undermine the company's stability due to friction over land conflicts and social issues. As a solution, a community empowerment program intervention in the areas of education and productive activities that are carried out ideally is required to strengthen the community's sense of ownership in the company. This makes operational sustainability more accessible because positive social, economic, and environmental benefits are maintained collaboratively. The role of Commission VII of the Indonesian House of Representatives and the Ministry of Energy and Mineral Resources is vast in making this goal successful.

Keywords: CSR; social conflict; local community; empowerment; mine

Introduction

The presence of mining companies contributes positively to economic and regional growth (Sulastri et al., 2018). The state receives the economic contribution of coal mining through Non-Tax State Revenue (PNBP). Overall PNBP realization in 2021 achieved 151.6%, equivalent to 183.91 trillion rupiah, above the objective of 121.2 trillion rupiah, according to the (Ministry of Energy and Mineral Resources, 2021). The PNBP target for minerals and coal in 2021 is 39.11 trillion rupiah, with the most significant proportion realized at 192.2%, valued at 75.16 trillion rupiah. Royalties of 43.563 trillion rupiah were the most significant mineral and coal PNBP contributors.

Mineral and coal PNBP contributed 2.73% to the 2021 APBN, while overall mining sector PNBP reached 6.89% (Ministry of Finance of the Republic of Indonesia, 2021, pp. 186–187, 191). People living near coal mines should receive comparable economic benefits, given that natural resources are wealth controlled by the state and used for the greatest prosperity of the people, as mandated by Article 33 paragraph (3) of the Republic of Indonesia's Constitution of 1945. The law's mandate is clear and rigorous, but there are still many harmful effects of coal mining on residents and the surrounding ecosystem. According to Bakri et al. (2023), mining activities harm the environment and deprive communities of a vital source of income, leading to social tensions. Ahmad & Nurdin (2022) further highlight that social conflicts in the mining area of Bima Regency are primarily caused by inadequate socialization efforts that exclude

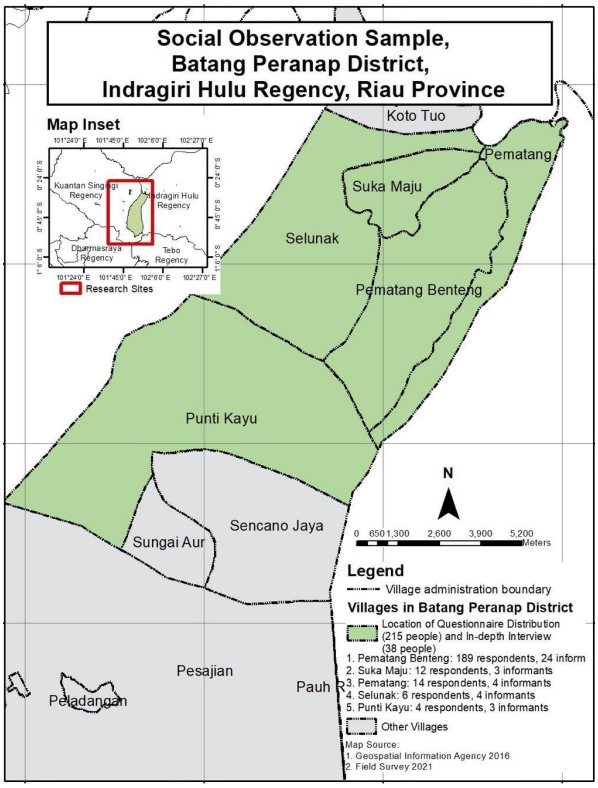

Figure 1. Location of Social Observation
Source: Research primary data (2021).

members of society and the government's inconsistent enforcement of regulations. A study conducted by Pambudi et al. (2023) on coal mining districts found that social conflicts often arise due to a lack of community involvement, resulting in a diminished sense of ownership towards mining companies. This issue has far-reaching consequences and has significantly contributed to the negative perception surrounding the mining industry.

Various negative impacts of coal mining often and continue to recur in various regions of Indonesia, as if no lessons have been learned from similar incidents (Pambudi et al., 2023a). According to the historical records of the (South Kalimantan Archaeological Center, 2017), the first coal mine in Indonesia was inaugurated on Kalimantan Island on September 28, 1849, by the Governor General of the Dutch East Indies, Jan Jacob Rochoseen. According to the Ministry of Energy and Mineral Resources (2023), Indonesia will have 1,178 active coal Mining Business Permits (IUP) by 2021.

In this context, this study was carried out to address the question, "What factors can trigger social conflict in coal mining areas, and what are the alternative solutions?" Previous studies examined the causes of social conflict as well as the consequences of social conflict. This study is unique because it examines the elements that cause social conflict while presenting solutions based on reactive actions and mitigating and adapting programs.

Social observations, questionnaires, in-depth interviews, and literature studies were conducted to answer the research questions and objectives. The study was conducted at PT. X in Indragiri Hulu Regency, Riau Province, from August to November 2021. Questionnaires were distributed to 205 respondents, and interviews were conducted with 31 male and female informants aged 20 to 60 who had resided in the mine area for at least five years. Figure 1 depicts the site of social observation for administering surveys and conducting in-depth interviews. Social observation was

done by observing the community, conducting interviews with people living around the mining location, in-depth interviews with the leaders of PT X, government, and community figures, and an inventory of company documents and study of relevant reference literature.

Data on social conditions is interpreted based on education, the contribution of mining companies to local communities, the role of local communities in mining companies, and community interactions with the environment. The obtained results were analyzed using data triangulation techniques, which included the use of several data sources, including primary data from physical observations, social observations, and interviews, as well as secondary data from company reports, government agency/institution reports, and scientific articles from national and international journals. This triangulation technique based on quantitative and qualitative methods was chosen to obtain as detailed and in-depth data as possible according to the actual conditions at the research location. Triangulation was also chosen to cross-check existing evidence at the research location to increase validity and get a complete picture of the research topic. The research method scheme is presented in Figure 2.

The following stage is exploratory, descriptive analysis, which involves summarizing findings and discussing research findings based on past study references. An exploratory, descriptive study was performed to offer an overview of social conditions in the mining area, which was then assessed based on a literature review to design relevant and effective policies to lower the likelihood of social conflict. All study data collected and analyzed is combined to determine the knot of social dynamics problems at the research site and solutions that may be developed to tackle these problems.

Theory of Social Vulnerability in Mining Areas

Coal use is prone to causing conflict, both horizontal (conflict between communities) and vertical (conflict between communities and the state or enterprises) (Dimas et al., 2014). Conflict emerges due to limited carrying capacity due to social and environmental factors (Lezak et al., 2019). Social conflict can also arise when natural resources are used for the current generation without regard for future generations' availability (National Human Rights Commission, 2017). Mining management methods only geared toward short-term objectives are prone to producing conflict since they

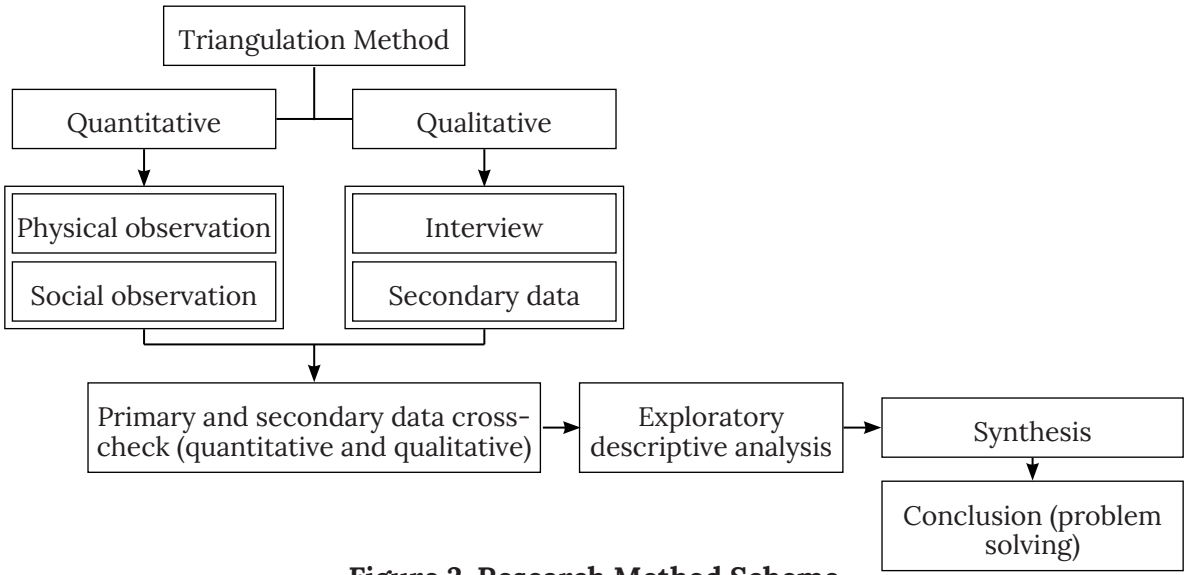

Figure 2. Research Method Scheme

are exploitative and ignore environmental issues, causing the community to feel the impact of numerous environmental issues.

Environmental disturbances as an externality of natural resource use frequently result in people losing their rights, including the right to obtain clean water, the right to breathe fresh air, the right to adequate education, and the right to live comfortably and quietly, free of noise, tension, and interference (Halomoan, 2008; Pranadji, 2005). Aside from that, environmental disruptions in numerous locations have caused local populations to be disrupted in their cultural activities (Maridi, 2015). Forest ecosystems, particularly soil and vegetation cover, are viewed as more than just commercial commodities. Furthermore, land and woods provide a significant social function and serve as the identity of local communities since they can connect their lives with spiritual and religious aspects (Kristiyanto, 2017; Suparmini et al., 2013). The spiritual relationship between humans and land and vegetation is expensive and cannot be measured economically, particularly in monetary terms (Halomoan, 2008). Due to the usage of forest areas and natural ecosystems in numerous regions of Indonesia, this is the primary cause of various social disputes.

Natural ecosystems must be used, particularly when developing a decentralized government system. Decentralization emphasizes the importance of natural resources (SDA) for regional economies, mainly because most areas rely on natural resources to generate income (Hidayat, 2011). During the New Order era, regions gave little thought to natural resource management because the central government gave equal regional assistance funding (Nuradhawati, 2019). Regions must battle for local revenue (PAD) in a decentralized system, and natural resources are the most preferred means to manage PAD (Setyaningsih, 2017). Most high PAD areas rely on natural resources, such as coal. However, after the passage of Law No. 11 of 2020 on Job Creation, control over coal mining has been shifted to the center or re-centralized, such that the regional role is less substantial than it was from 1998 to 2019.

In connection with the centralization of natural resource management, governance becomes crucial. The government must carefully manage natural resource assets to increase benefits and reduce the risk of conflict and economic inequality (Zainuddin et al., 2010, pp. 457–458). Using natural resources produces externalities in the form of environmental disturbances and economic disparities, especially those felt by local communities. It ultimately has the potential to trigger conflict (Dimas et al., 2014, p. 229). Social inequality in diverse mining locations is no longer a secret that cannot be remedied but persists even in increasingly concerning conditions.

The economic disparity generated by the significant number of migrant workers employed in coal mining companies exacerbates the situation of social inequality (Fitriyanti, 2016). Migrant workers, both contract and permanent, are generally imported from outside the region because they have special skills and abilities (Stiglitz, 2000, p. 1442). Of course, this increases labor competitiveness and diminishes employment possibilities in local towns. Economic disparities will emerge due to variations in the mining working class if local communities fail to adjust to changes in social structure (Apriyanto & Harini, 2012). It is unavoidable that in some locations, most workers are immigrants, with locals working in support industries such as restaurants and markets. This situation must be addressed by training skilled and qualified human resources to compete in the mining industry. The Indonesian House of Representatives is one of the parties most likely to advocate for implementing this program. As a legislative institution, the Indonesian House of Representatives has legislative, budgetary, and supervisory powers at the national and regional levels. The legislative func-

tion is responsible for developing legislative programs, drafting and debating draft laws (RUU) or draft regional regulations (Raperda), debating bills or raperda, enacting laws or regional regulations, and approving or disapproving Perpu. Regarding its functions, the Indonesian House of Representatives, of course, can stimulate the creation of rules that can be used to manage the environment and maintain society's socioeconomic stability. The Indonesian House of Representatives is strategically positioned to take on the function and position of mediator between the social dynamics of natural resource management, particularly coal mining, through rules with legal repercussions.

Potential Conflict and Social Tension in Mining Areas

The most common negative impacts that can be found in mining areas, especially coal, include (1) social conflict, (2) habitat fragmentation, (3) environmental pollution, (4) flood and landslide disasters, (5) human and animal conflict, (6) marginalization of local communities, and (7) disruption of public health (Fachlevi et al., 2016; Fatmawati et al., 2017; Haq & Har, 2022; Oktorina, 2018; Rachman, 2013; Yamani, 2012). These seven factors are included in the environmental and social elements of mining, which vary depending on the social and ecological boundaries established in the Environmental Impact Analysis (AMDAL) document. Mining activities have the potential to have a negative influence on ecological and social limits. As a result, it is vital to examine social and ecological boundaries during the company licensing process to map risks and establish mitigation strategies. This finding is to the results of research by Dewi (2020), which states that the government has established a policy that all business activities and/or activities must prepare an AMDAL document that contains social boundaries and ecological boundaries and must be discussed in the environmental management plan (RKL) and environmental monitoring plan (RPL) to be evaluated periodically and reported twice every year. Through the RKL and RPL documents, periodic evaluations should be carried out to determine trends in changes in social and ecological conditions at the location. It needs to be understood that social and ecological risks in mining activities can become challenges or even obstacles to company operations.

Ideally, the number of IUPs is directly proportional to improving the quality of life of communities around coal mines. However, according to the National Human Rights Commission (2017), the existence of coal mines often leads to social conflicts, which often result in lengthy problems that reach the legal realm and even lead to loss of life. According to Nggeboe (2004, p. 46), coal mining risks triggering social conflict if the land acquisition process is detrimental to the community. According to Azwari and Rajab (2021), coal mining often results in social conflict because local communities feel they are not involved in the process before and during mining, both as workers and as recipients of corporate social responsibility (CSR) programs. The research findings of Subarudi et al. (2016) regarding coal mining conflict resolution found that one of the root causes of social conflict is poor licensing management, so the community suffers losses. Social conflicts regarding these permits often arise when mining enters an area. Siburian (2012) discovered that the core of the social conflict in coal mining was the social conflict of local populations who were less active as employees, even though they were unemployed and needed permanent work to make ends meet.

Essentially, every coal mining company has allocated local people, but the proportion to the overall number of workers still needs to be increased (Aprilia et al., 2019, pp. 30–31). According to Permadi et al. (2019), the applicant test is one of the most

demanding processes in the coal mining worker recruiting process. Therefore, the company leadership must agree on balancing local and non-local workers. Human resource (HR) capacity, according to Nathanael (2021), is one of the variables that boost labor rivalry in coal mining enterprises. Locals generally have educational backgrounds, knowledge, and skills inferior to non-local workers. As a result, it is not uncommon for a corporation to employ more non-locals than locals.

According to the findings of in-depth interviews, social conflict is possible in the form of tension between enterprises and local populations. Tensions frequently emerge due to competing interests in road access between mining and plantation firms. People have also blocked main highways because they were disappointed with the damage to the road, which had not been repaired. The community expressed disappointment by blocking the main highway, resulting in queues of hundreds of vehicles transporting mining and plantation products.

A roadblock to the mining site was one of the first road closure instances. This occurred because the only route from the major highway to the mining site required passing through land owned by a local who claimed he had yet to receive land acquisition funds. The landowner charges IDR 100,000.00 per passing truck; the road and distribution are blocked if they do not pay. Second, during the harvest season for palm oil plantations, there is fighting over road access. Many vehicles bringing palm oil parked to block the road, preventing trucks carrying coal from passing and disrupting the company's operations. Third, blocking highway access occurred because people thought that coal trucks were the leading cause of damage, even though 12 companies were using the type B highway as a supply chain route.

Based on information collected through in-depth interviews with the community, village government, and the leader of PT. X, the public needs to fully understand that 12 companies use this highway. The community considers that the highway is only used for public activities and PT. X, the existence of PT. X accelerates road damage and requires no significant maintenance efforts. According to PT. X, this perspective arose, cemented, and showed itself as a protest movement blocking the highway. X, people are taking command of this movement and asking that the firm build a unique route not connected to the main road. The conditions at the site are consistent with the findings of Dewi's (2020) research, which discovered social conflict in mining and, after further investigation, discovered that certain parties acted provocateurs and escalated the conflict.

Reactive Action-Based Social Conflict Mitigation

In the case of PT. X, the conflict over this highway had peaked and reached a critical point, so mediation was carried out, led directly by the Batang Peranap Sub District Muspika. During this conference, 12 leaders from road-using companies in the area got down with community representatives, and it was agreed that the 12 companies would form a working group dedicated to road maintenance. The twelve companies formed an entity with an institutional framework to enhance road maintenance program coordination and implementation. They pay regular payments controlled by the institution and collaborate on road maintenance operations such as road watering during the dry season and road compaction using dirt, sand, and stone materials that are compacted using heavy equipment. This procedure has been running since early 2020 and has successfully removed social tensions caused by road damage. The social conflict resolution formulated by the 12 companies is considered revolutionary and has succeed-

ed in untangling the tangled threads of the conflict that occurred. Similar conditions were also studied by McIntyre and Schultz (2020), who found that ideally, all activities and/or businesses operating in an area should form institutions tasked with mitigating and managing social conflict so that the burden distribution becomes more proportional.

The process of reducing social tension at PT. X is lengthy and requires a high level of mediation intensity. The protracted succession of struggle processes yielded benefits, but the opportunity and social costs were significant. According to the findings of in-depth interviews with the leadership of PT. X is in charge of overseeing all operational activities in the field. Although PT. X and 11 other companies struggled to deal with social tension; many believe the disruption of the supply chain of 12 enterprises affected by the main road blockade does not concern them. Essentially, if the involvement of local communities as workers at PT. X has a large number, so the sense of ownership of the local community is also high so that social tensions and the risk of conflict can be reduced early before movements emerge that hamper the supply chain. In reality, on the ground, people have sources of income from various sectors other than mining.

The variety of sources of income for local communities has positive and negative impacts. The positive consequence is less reliance on coal mining, while the negative consequence is that the community may need to be more dedicated to managing reclamation and post-mining sites in the future. Apart from the low level of community reliance on mining, the low level of commitment is influenced by PT. X's lack of community involvement in various corporate initiatives, including participation in the production of reclamation and post-mining papers. If this occurs, the reclamation and post-mining zones will be turned into dead cities. Soelarno (2022, pp. 72–74) explained that the term dead city is interpreted as a condition where an area previously had mining activity, which was a source of economy and crowds, but when the mining permit expired, everything passed, there was no longer any economic activity, and crowds the area became barren, empty. It seems there is no life because the ecosystem has been disturbed. The potential for the emergence of ghost cities must be avoided because it risks causing social and economic turmoil triggered by the loss of jobs, sources of income, and environmental damage. This risk can be mitigated if sustainability theory is applied throughout the mining process.

Sustainability is defined not only in terms of output but also in the lives of humans and other organisms that will continue to exist in the area after the enterprise has closed. The most effective strategy to ensure the long-term viability of local community life is to offer PPM programs that are productive, instructive, and empowering. The community is provided with improved capacity in knowledge, insight, skills, and creativity through this program, which is projected to become capital for them to better their standard of living in terms of work prospects, income sources, and entrepreneurial abilities. Taušová et al. (2017, p. 361) support this argument, stating that natural resource extraction companies have a responsibility to improve the welfare of local communities near mining sites in exchange for extracting natural resources and replacing them with the transfer of knowledge, skills, or technology to improve their quality of life. Through this mechanism, the presence of a mine can provide positive changes in life for the community and other species that, in theory, have lived in this place long before the mine was established to carry out extraction.

Social Conflict Mitigation

The occurrence of social conflict in mining sites has the potential to disrupt security and public order. Social conflict over natural resource management is more common in nations with substantial natural resource potential and a heavy reliance on raw material export commodities (Alfamantar, 2019). Social strife in these nations often leads to violence (Safa'at & Qurbani, 2017). In general, unequal economic distribution and geographic growth generate social conflict (Zárate-Rueda et al., 2022).

The significant vulnerability of social disagreement to violence necessitates special consideration. Economic equality and development are two strategies for preventing social conflict (Muhammad et al., 2018). This approach provides for a process of communication and discussion amongst existing elements. Society, government, academia, practitioners, and industry are all involved (Pambudi et al., 2023). The debate and discussion process can generate proposals, opinions, and reactions based on horizontal equal exchanges, which can provide input to strengthen collaboration between parties in achieving equitable development (Tauová et al., 2017).

Local Community Empowerment

Walker (2012) defines community empowerment as strengthening a community's talents and potential in terms of soft skills and thinking ability. Community empowerment generally entails knowledge and technology transfer (Pujo et al., 2018). The community empowerment process aims to increase the community's standard of living compared to the conditions before the empowerment process (Darwis & Rusastra, 2011). Community empowerment will provide social, economic, technological, and knowledge interventions to provide a higher degree of welfare, economic level, and environmental circumstances to support all life processes (Ani et al., 2017).

Institutions or groups can carry out the process of empowering local communities. Community empowerment occurs through open and participatory collaboration among parties (Dreier, 2014). The community empowerment process, in essence, involves those who transfer knowledge and technology, typically from government institutions, higher education institutions, and groups or communities on the receiving end of knowledge and technology, namely local communities (Mauldya et al., 2020). Empowering local communities is typically carried out continuously or sustainably, with several sequential stages of activity that eventually merge into a unified activity of grounding knowledge and technology transfer (Saleh & Mujahiddin, 2020). As a result, community empowerment is carried out by groups that have scientific and/or technological skills to community groups that still have these two limitations.

Social Conflict Mitigation Based on Local Community Empowerment

PT. X is committed to developing the capacity of local human resources through education, one of which is through community development and empowerment programs (PPM). In 2020, PT. X granted PPM through educational scholarships to seventeen youths from the mine ring area. A total of 17 people received educational scholarships for one year (2 semesters), with the possibility of extending the scholarship till they graduate if they excel. Seventeen recipients of this grant pursued higher education within and outside of Indragiri Hulu Regency. Table 1 shows the PPM provided by PT. X in detail.

Table 1. Community Development and Empowerment Program (PPM) by PT. X

No.	Activity	Benefit recipients
1.	Giving higher education scholarship	Local youth (college student)
2.	Construction of drilled wells	Vulnerable group
3.	Supporting the mosque takmir	Religion figure
4.	Nine basic food ingredients	All citizens
5.	Sacrificial animals	All citizens
6.	Supporting the traditional institution	The group's traditional community

Source: Reserach primary data (2021).

The number of PPM costs allocated by PT. X is IDR 700.00/ton of coal. According to Table 1, the types of PPM activities performed are diverse and affect various aspects of society. This technique allows for the equitable allocation of the PPM program, preventing social envy towards specific community groups. Following the premise of sustainable development, no one is left behind, or generally known as no one left behind, the mechanism for delivering PPM to the community is fairly varied. According to Miller and Spoolman (2016, pp. 84–90), the spirit of sustainable development is the integration of social, economic, and ecological factors that must function in harmony, side by side, and mutually enhance each other. Various forms of PPM activities should ideally refer to these principles so that the benefits are more comprehensive and can improve people's living standards and environmental quality.

According to local community informants, apart from providing PPM PT. X has also implemented a CSR program by providing several fruit plant seeds. The technique for distributing seeds is given to each head of the family, each of whom is invited to take three seeds. Choice of fruit plant types provided by PT. X is durian, mango, jackfruit, water guava, longan, rambutan and sapodilla. PT. X distributes seeds to the community in partnership with the local village government. Each family head receives three fruit plant seeds, collected at the village office and registered by village officers before planting in the community's yard or garden. This program was carried out twice, in 2017 and 2020, with the seeds provided being recommended to be planted in the yard to boost productivity and efforts to diversify food sources from the yard in 2020. This program is critical for boosting family food independence, particularly food rich in vitamins, fiber, and minerals. Pambudi (2020, p. 415) supports the CSR program to increase food independence. Homestead land is an environmental asset that has the potential to be used as a source of fulfillment of non-staple food because of its easy accessibility and very close reach of all family members. Pambudi and Fardiani (2021) provide examples of planting various types of food source plants (fiber, vitamins, medicines, and spices), which are managed communally or called pawon urip, which have succeeded in increasing family resilience in the aspects of physical health, food, and nutrition fulfillment, as well as media for social interaction.

The success of family food security as implemented through Pawon urip is greatly influenced by the type of plant and its suitability to environmental conditions. PT provides seven types of plant seeds. X was chosen based on suitability to local climate and ecosystem conditions. The steps chosen by PT. X is precise, so the potential for success in growing the seeds is high, and they can produce fruit as expected. This argument is supported by Pambudi and Utomo (2019, p. 167), who state that the suitability of the microclimate and ecosystem, including the availability of nutrients, supports the speed of growth and development of a type of plant so that it can produce fruit and/or seeds optimally. Pambudi et al. (2021) emphasized that the char-

acteristics of the microclimate are a determining factor in the success of cultivating a type of plant, so careful attention must be paid to adapting the characteristics of the ecosystem to the type of plant to be cultivated.

A CSR program based on giving biological assets, in this example, plant seeds, can be measured in four stages: (1) implementation, (2) cultivation or care, (3) cultivation results, and (4) exploitation of cultivation results, including processing post-harvest. The first phase analysis, namely the implementation of the CSR program, was performed in this study. The first phase has been finished, allowing for future review, analysis, and recommendations for comparable operations. Figure 3 shows the findings of the CSR implementation analysis.

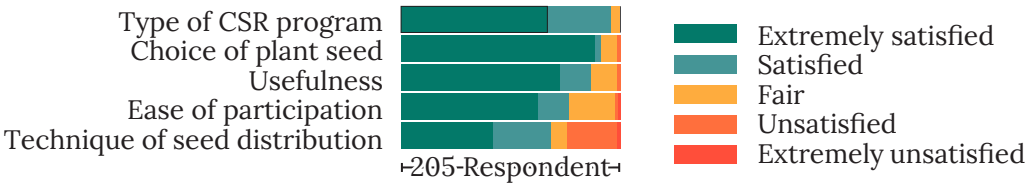

Figure 3. Community Satisfaction with the Implementation of CSR Programs
Source: Research primary data (2021).

Figure 3 shows that the CSR implementation of PT. X generally provides satisfaction to the local community. The characteristics of CSR program type, plant seed selection, usefulness, convenience of participation, and technical seed distribution are used to determine satisfaction. Among these five factors, the community is most satisfied with the features of plant seed selection, usefulness of CSR programs, type of CSR program, and convenience of participation in CSR programs. However, the community wanted more than the technicalities of seed distribution. Researchers undertook an extensive analysis to determine the source of this unhappiness, and it was determined that most consumers desired to receive more than three seeds. People are dissatisfied with the maximum limit of three seedlings; they believe quotas should be set for distributing the number of seedlings based on the yard size rather than generalizing them. Some people's dissatisfaction is understandable because the arguments offered are quite sensible. This finding is reinforced by Jasińska & Jasiński (2022), who suggest that CSR initiatives should ideally be developed through dialogue between communities, businesses, and local governments. The discussion's outcomes are then addressed internally to establish priorities based on the company's vision, mission, work program, and budget capability.

Some local people have felt the benefits of PT. X's CSR program believes that the fruit plant seeds provided will assist in satisfying their family's fruit demands and enhance their income; moreover, some people have yet to feel the benefits. Most people who have yet to receive the benefits of the CSR program did not take part in taking seeds in 2017, and/or their fruit seeds were not adequately cared for, so their growth and development were not optimal. Sapodilla, longan, and mango are the seven plant seeds that have begun growing fruit. If properly cared for, these three varieties of plants can give fruit in around three years. In theory, PT. X facilitates the community's ability to use the yard to be more productive and beautiful through the distribution of fruit plant seeds. Still, its success depends on the community's sincerity and tenacity in the care process. The researcher's argument is supported by Kostruba (2021, pp. 123–124), who stated that CSR is a corporate social responsibility that aims to improve the quality of social life of the community around the company. Still, its implementation requires active and proportional cooperation between both parties to achieve this goal.

Social Conflict Mitigation Based on Alleviating Critical Local Community Problems

One of the PPM programs that is implemented and has a very strategic role is the construction of drilled wells. Analysis of community satisfaction with drilling wells is shown in Figure 4.

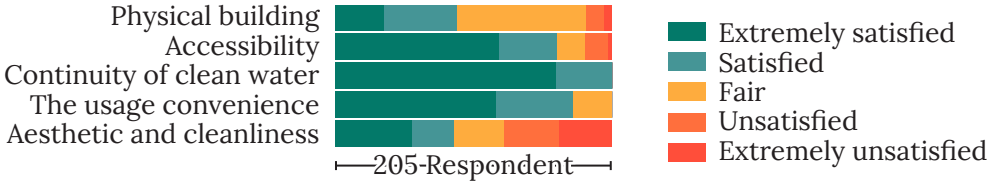

Figure 4. Community Satisfaction with the Construction of Communal Drilled Wells
Source: Research primary data (2021).

Figure 4 shows that the community is satisfied with establishing a communal drilled well, particularly in terms of accessibility or ease of access for the community to the drilled well location, which includes water collection, continuity of clean water, and user comfort. Aside from that, the general public regards the physical structure of the drilled well as average; in fact, the majority is unsatisfied with the aesthetics and cleanliness of the place. Because a drilled well is a public amenity rather than a monumental construction, the emphasis is on its benefits rather than its physical structure and aesthetics. This is by Simpen et al. (2021, pp. 76–78), who stated that the main aspects to be considered in constructing a drilled well are type capacity, optimum discharge, optimum drawdown, and constant discharge, the physical structure and aesthetics are only accessories that do not affect quality, quantity, and continuity.

According to information from PT. X, it was confirmed to the village government and local community that drilled wells were made in 2 locations in Pematang Benteng Village. Each drilled well has a depth of around 135 meters and can be used by the community around the clock. Water from the drilled well is stored in a communal water tank with a capacity of around 10,000 liters. Drilled wells were built at this location between 2017 and 2020 in response to the company's worries about some villages that frequently struggle to meet their water needs during the dry season. The village authority informed the company about the problem, which was satisfactorily resolved. Establishing these two communal drilled wells has successfully remedied the problem of people who frequently have trouble accessing clean water so that there are no longer any houses without access to clean water. The company and the village government said that the determination of the well location and depth of 135 meters was based on the results of an analysis by a team of competent experts so that the quantity and quality of the water could be guaranteed to be sustainable. Through the construction of this communal drilled well, PT. X has realized SDGs indicator 6.1.1 (c)—namely, the proportion of the population with access to safe and sustainable drinking water source services.

Communal drilled wells demonstrate the company's commitment to meeting SDG goals, particularly the most fundamental necessity: clean water. Access to safe drinking water is vital for both individual and social requirements. Regarding social impact, providing access to clean water is critical to a community's productive activities. Darwis and Rusastra (2011, p. 141) underlined that effective community empowerment initiatives must begin with data synergy, institutional structuring, the establishment of supporting infrastructure, and program implementation synergy. Accessibility of clean water is part of the supporting infrastructure. Productive activities in the empower-

ment program include upstream economic activity like agriculture, plantations, fisheries, and animal husbandry and downstream activities like post-harvest processing and adding value to a commodity. Of course, it is preferable if this PPM is managed by a group as a cooperative or MSME so that more people can benefit. Darwanto & Raharjo (2018, p. 33) complement the researchers' results, stating that community empowerment programs must be matched with local potential so that they do not violate natural principles based on existing qualities and that PPM can be carried out well and sustainably.

In general, the solution to this problem requires the support and involvement of Commission VII of the Indonesian House of Representatives in collaboration with the Ministry of Energy and Mineral Resources. The Indonesian House of Representatives can play a strategic role in developing a national legislative program (prolegnas) based on a priority scale of interests and emergencies that threaten the safety and security of life in mine-affected communities. This was done in collaboration with the Ministry of Energy and Mineral Resources to prepare and discuss a bill related to harmonizing natural resource management to realize harmonious development, namely economic growth, improved living standards and community welfare, and environmental preservation. Aside from that, Commission VII of the Indonesian House of Representatives can play an optimal supervisory role, for example, if a mining company is not committed to implementing statutory regulations.

Conclusion

Land ownership disputes, incomplete land acquisition, and concerns with the use of public services that are deemed unjust are common factors causing social conflict in coal mining communities. Reactive actions, mitigation through empowerment initiatives, and adaptation through improving the local community's sense of ownership in the enterprise can all be used to address social conflict. CSR and PPM projects with total commitment can provide empowerment and a greater sense of ownership. Companies can provide CSR and PPM to build economic independence so that when the IUP ends, they can live a decent and better life than before so that the community develops a sense of ownership in the company and the ex-mining area can become an economic center while maintaining environmental conditions.

PPM programs that are on target and concrete are non-charity; they increase community independence and serve as a tremendous marketing tool for businesses. Companies can indirectly protect themselves and increase the sustainability of their business processes by implementing suitable PPM. PPM can also be a key instrument for reducing social friction to maintain the stability of firm operations, which affects workers' income, safety, and comfort. The community's sense of ownership in the company grows due to proper and proportional PPM, and they willingly contribute to ensuring the company can function sustainably.

To support the program to increase educational participation rates in mining areas and to strengthen the PPM program in a more concrete way to increase local community independence, Commission VII of the Indonesian House of Representatives can work more closely with the Ministry of Energy and Mineral Resources to determine the amount of PPM costs that each mining company must pay based on standards based on IUP area and production capacity. In line with that policy, Commission VII can cooperate with the ESDM Ministry to monitor and supervise PPM program implementation to be more concrete and impactful. It is essential because, thus far, many PPMs are in the charity form and need to be more educative for the community.

Besides, Commission VII of the Indonesian House of Representatives can also cooperate with the ESDM Ministry and BRIN to strengthen the research and implementation of applied technology in the mining owned by BUMN to enlarge the success percentage of reclamation and post-mining, which in the future can be made as a role model for other mining companies. Commission VII needs to collaborate with the ESDM Ministry to strengthen the policy implementation and supervision related to giving CSR and PPM and the reclamation and post-mining implementation to manifest a productive, conducive, collaborative, and sustainable mining area.

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