



UNIVERSITAS
GADJAH MADA

Analisis Potensi Dan Tantangan Strategi Penerapan Corporate Social Responsibility Untuk
Mendukung

Agenda Sustainable Development Goals: Studi Kasus PT Adaro Energy Indonesia Tbk

Casimira Susilaningrum, Heyvon Herdhayinta, S.E., M.Sc., Ph.D.

Universitas Gadjah Mada, 2025 | Diunduh dari <http://etd.repository.ugm.ac.id/>

Daftar Pustaka

Abuya, W. O. (2016). Mining conflicts and corporate social responsibility: Titanium mining in Kwale, Kenya. *The Extractive Industries and Society*, 3(2), 485–493.

Adabi, N., & Rizka, S. A. (2021). *Penerapan Corporate Social Responsibility (CSR) Sebagai Implementasi Peraturan Pemerintah Nomor 47 Tahun 2012 Tentang Tanggung Jawab Sosial Dan Lingkungan Perseroan Terbatas Pada Perusahaan BUMN (Studi Pada PT WIKA Proyek Pembangunan Pembangkit Listrik Tenaga Mesin dan Gas)*.

Allen, C., Metternicht, G., & Wiedmann, T. (2018). Initial progress in implementing the Sustainable Development Goals (SDGs): A review of evidence from countries. *Sustainability Science*, 13, 1453–1467.

Amran, A., Ooi, S. K., Mydin, R. T., & Devi, S. S. (2015). The impact of business strategies on online sustainability disclosures. *Business Strategy and the Environment*, 24(6), 551–564.

Ansu-Mensah, P., Marfo, E. O., Awuah, L. S., & Amoako, K. O. (2021). Corporate social responsibility and stakeholder engagement in Ghana's mining sector: A case study of Newmont Ahafo mines. *International Journal of Corporate Social Responsibility*, 6, 1–22.

Asumadu-Sarkodie, S., & Owusu, P. A. (2016a). Carbon dioxide emission, electricity consumption, industrialization, and economic growth nexus: The Beninese case. *Energy Sources, Part B: Economics, Planning, and Policy*, 11(11), 1089–1096.

Asumadu-Sarkodie, S., & Owusu, P. A. (2016b). Carbon dioxide emission, electricity consumption, industrialization, and economic growth nexus: The Beninese case. *Energy Sources, Part B: Economics, Planning, and Policy*, 11(11), 1089–1096.

<https://doi.org/10.1080/15567249.2016.1217286>

Baumgartner, R. J. (2014a). Managing corporate sustainability and CSR: A conceptual framework combining values, strategies and instruments contributing to sustainable development. *Corporate Social Responsibility and Environmental Management*, 21(5), 258–271.

Baumgartner, R. J. (2014b). Managing Corporate Sustainability and CSR: A Conceptual Framework Combining Values, Strategies and Instruments Contributing to Sustainable Development. *Corporate Social Responsibility and Environmental Management*, 21(5), 258–271. <https://doi.org/10.1002/csr.1336>

Baumgartner, R. J., & Ebner, D. (2010a). Corporate sustainability strategies: Sustainability profiles and maturity levels. *Sustainable Development*, 18(2), 76–89.

Baumgartner, R. J., & Ebner, D. (2010b). Corporate sustainability strategies: Sustainability profiles and maturity levels. *Sustainable Development*, 18(2), 76–89. <https://doi.org/10.1002/sd.447>

Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(6), 898–925. <https://doi.org/10.1177/01492063062936>

Bell, Z., Scott, S., Visram, S., Rankin, J., Bambra, C., & Heslehurst, N. (2022). Experiences and perceptions of nutritional health and wellbeing amongst food insecure women in Europe: A qualitative meta-ethnography. *Social Science & Medicine*, 311, 115313.

Braun, V., & Clarke, V. (2023). Toward good practice in thematic analysis: Avoiding common problems and be(com)ing a *knowing* researcher. *International Journal of Transgender Health*, 24(1), 1–6. <https://doi.org/10.1080/26895269.2022.2129597>

Cesar, S. (2019). Earning a social license to operate in mining: A case study from Peru.

Resources Policy, 64, 101482.

Chan, T. J., Suki, N. M., Ho, P. S. Y., & Akhtar, M. F. (2023). Impact of corporate social responsibility practices on consumer purchase intention of apparel products with mediating role of consumer-retailer love. *Social Responsibility Journal, ahead-of-print*.

Chapagain, B. R. (2022). The effects of internal, external and aggregated CSR practices on the firm's reputation and profitability. *Rajagiri Management Journal*, 16(2), 118–130.

Connor, R. (2015). *The United Nations world water development report 2015: Water for a sustainable world* (Vol. 1). UNESCO publishing.

David, F. R. (2011). *Strategic management concepts and cases*. Prentice hall.

Dery Tuokuu, F. X., Kpinpuo, S. D., & Hinson, R. E. (2019). Sustainable development in Ghana's gold mines: Clarifying the stakeholder's perspective. *Journal of Sustainable Mining*, 18(2), 77–84. <https://doi.org/10.1016/j.jsm.2019.02.007>

Dmytriyev, S. D., Freeman, R. E., & Hörisch, J. (2021a). The relationship between stakeholder theory and corporate social responsibility: Differences, similarities, and implications for social issues in management. *Journal of Management Studies*, 58(6), 1441–1470.

Dmytriyev, S. D., Freeman, R. E., & Hörisch, J. (2021b). The Relationship between Stakeholder Theory and Corporate Social Responsibility: Differences, Similarities, and Implications for Social Issues in Management. *Journal of Management Studies*, 58(6), 1441–1470. <https://doi.org/10.1111/joms.12684>

Elkington, J. (2006a). Governance for sustainability. *Corporate Governance: An International Review*, 14(6), 522–529.

Frederiksen, T., & Banks, G. (2023). Can Mining Help Deliver the SDGs: Discourses, Risks and Prospects. *The Journal of Environment & Development*, 32(1), 83–106. <https://doi.org/10.1177/10704965221139759>

Freeman, R. E., Kujala, J., Sachs, S., & Stutz, C. (2017a). Stakeholder engagement: Practicing the ideas of stakeholder theory. *Stakeholder Engagement: Clinical Research Cases*, 1–12.

Freeman, R. E., Kujala, J., Sachs, S., & Stutz, C. (2017b). Stakeholder Engagement: Practicing the Ideas of Stakeholder Theory. In R. E. Freeman, J. Kujala, & S. Sachs (Eds.), *Stakeholder Engagement: Clinical Research Cases* (pp. 1–12). Springer International Publishing. https://doi.org/10.1007/978-3-319-62785-4_1

Goel, A. (2023). Using secondary data in research on social sustainability in construction project management: A transition from “interview society” to “project-as-practice.” *Engineering, Construction and Architectural Management*, 30(9), 3858–3875.

Hengst, I.-A., Jarzabkowski, P., Hoegl, M., & Muethel, M. (2020). Toward a process theory of making sustainability strategies legitimate in action. *Academy of Management Journal*, 63(1), 246–271.

Hilson, G. (2002). An overview of land use conflicts in mining communities. *Land Use Policy*, 19(1), 65–73.

Homer, S. T. (2022). A case-study approach to mapping Corporate Citizenship. *Business and Society Review*, 127(3), 663–684. <https://doi.org/10.1111/basr.12280>

INDONESIA. (2007). *Undang-Undang tahun 2007 tentang Perseroan Terbatas*.

Ioannou, I., & Hawn, O. (2019). *Redefining the strategy field in the age of sustainability*.



responsibility. *Journal of Business Ethics*, 106, 53–72.

Karabasevic, D., Paunkovic, J., & Stanujkic, D. (2016). Ranking of companies according to the indicators of corporate social responsibility based on SWARA and ARAS methods. *Serbian Journal of Management*, 11(1), 43–53.

Khan, S. A., & Al-Ghamdi, S. G. (2021). Renewable and integrated renewable energy systems for buildings and their environmental and socio-economic sustainability assessment. In *Energy Systems Evaluation (Volume 1) Sustainability Assessment* (pp. 127–144). Springer.

Khan, Yu, Z., & Farooq, K. (2023). Green capabilities, green purchasing, and triple bottom line performance: Leading toward environmental sustainability. *Business Strategy and the Environment*, 32(4), 2022–2034. <https://doi.org/10.1002/bse.3234>

Kumi, E., Yeboah, T., & Kumi, Y. A. (2020). Private sector participation in advancing the Sustainable Development Goals (SDGs) in Ghana: Experiences from the mining and telecommunications sectors. *The Extractive Industries and Society*, 7(1), 181–190.

Kumi, J. A., Kyereh, B., Ansong, M., & Asante, W. (2021). Influence of management practices on stand biomass, carbon stocks and soil nutrient variability of teak plantations in a dry semi-deciduous forest in Ghana. *Trees, Forests and People*, 3, 100049. <https://doi.org/10.1016/j.tfp.2020.100049>

Lee, T. H. (2021). How Firms Communicate Their Social Roles through Corporate Social Responsibility, Corporate Citizenship, and Corporate Sustainability: An Institutional Comparative Analysis of Firms' Social Reports. *International Journal of Strategic Communication*, 15(3), 214–230. <https://doi.org/10.1080/1553118X.2021.1877708>

Lu, J., Ren, L., Zhang, C., Wang, C., Ahmed, R. R., & Streimikis, J. (2020). Corporate social responsibility and employee behavior: Evidence from mediation and moderation



- Mahajan, R., Kumar, S., Lim, W. M., & Sareen, M. (2024). The role of business and management in driving the sustainable development goals (SDGs): Current insights and future directions from a systematic review. *Business Strategy and the Environment*, 33(5), 4493–4529. <https://doi.org/10.1002/bse.3712>
- Maury, B. (2022). Strategic CSR and firm performance: The role of prospector and growth strategies. *Journal of Economics and Business*, 118, 106031.
- McCullough, B. P., & Trail, G. T. (2023). Assessing key performance indicators of corporate social responsibility initiatives in sport. *European Sport Management Quarterly*, 23(1), 82–103. <https://doi.org/10.1080/16184742.2022.2033808>
- McWilliams, A., & Siegel, D. S. (2011). Creating and capturing value: Strategic corporate social responsibility, resource-based theory, and sustainable competitive advantage. *Journal of Management*, 37(5), 1480–1495.
- Mehahad, M. S., & Bounar, A. (2020). Phosphate mining, corporate social responsibility and community development in the Gantour Basin, Morocco. *The Extractive Industries and Society*, 7(1), 170–180.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of who and What Really Counts. *Academy of Management Review*. <https://doi.org/10.5465/amr.1997.9711022105>
- Morrison, J. (2014). The social license. In *The social license: How to keep your organization legitimate* (pp. 12–28). Springer.
- Petrenko, O. V., Aime, F., Ridge, J., & Hill, A. (2016). Corporate social responsibility or CEO narcissism? CSR motivations and organizational performance. *Strategic Management Journal*, 37(2), 262–279. <https://doi.org/10.1002/smj.2348>

Pham, H. S. T., & Tran, H. T. (2020). CSR disclosure and firm performance: The mediating

role of corporate reputation and moderating role of CEO integrity. *Journal of Business Research*, 120, 127–136. <https://doi.org/10.1016/j.jbusres.2020.08.002>

Phillips, R. A., & Freeman, R. E. (2023). Corporate Citizenship and Community Stakeholders.

In S. D. Dmytriiev & R. E. Freeman (Eds.), *R. Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics* (pp. 265–280). Springer International Publishing. https://doi.org/10.1007/978-3-031-04564-6_13

Pons, A., Vintrò, C., Rius, J., & Vilaplana, J. (2021a). Impact of Corporate Social Responsibility in mining industries. *Resources Policy*, 72, 102117.

Pons, A., Vintrò, C., Rius, J., & Vilaplana, J. (2021b). Impact of Corporate Social Responsibility in mining industries. *Resources Policy*, 72, 102117.
<https://doi.org/10.1016/j.resourpol.2021.102117>

Rashid, S., & Ratten, V. (2022). Spirituality and entrepreneurship: Integration of spiritual beliefs in an entrepreneurial journey. *Journal of Enterprising Communities: People and Places in the Global Economy*, 16(6), 876–899.

Reindl, S. (2024). Creating shared value in China: The case of Austrian businesses. *Business Strategy & Development*, 7(1), e335. <https://doi.org/10.1002/bsd2.335>

Rutledge, P. B., & Hogg, J. L. C. (2020). In-depth interviews. *The International Encyclopedia of Media Psychology*, 1–7.

Siltaloppi, J., Rajala, R., & Hietala, H. (2021). Integrating CSR with business strategy: A tension management perspective. *Journal of Business Ethics*, 174, 507–527.

Stamenkov, G. (2023). Recommendations for improving research quality: Relationships among constructs, verbs in hypotheses, theoretical perspectives, and triangulation. *Quality & Quantity*, 57(3), 2923–2946. <https://doi.org/10.1007/s11135-022-01461-2>

Starik, M., Stubbs, W., & Benn, S. (2016a). Synthesising environmental and socio-economic sustainability models: A multi-level approach for advancing integrated sustainability



402–425.

Starik, M., Stubbs, W., & Benn, S. (2016b). Synthesising environmental and socio-economic sustainability models: A multi-level approach for advancing integrated sustainability research and practice. *Australasian Journal of Environmental Management*, 23(4), 402–425. <https://doi.org/10.1080/14486563.2016.1188425>

Subramaniam, N., Kansal, M., Mihret, D. G., & Babu, S. (2019). Outsourcing mandated corporate social responsibility in India: Risks and performance. *Journal of Accounting & Organizational Change*, 15(3), 453–472.

Svensson, G., & Wagner, B. (2015a). Implementing and managing economic, social and environmental efforts of business sustainability: Propositions for measurement and structural models. *Management of Environmental Quality: An International Journal*, 26(2), 195–213.

Svensson, G., & Wagner, B. (2015b). Implementing and managing economic, social and environmental efforts of business sustainability: Propositions for measurement and structural models. *Management of Environmental Quality: An International Journal*, 26(2), 195–213. <https://doi.org/10.1108/MEQ-09-2013-0099>

Syahrir, R., Wall, F., & Diallo, P. (2020a). Socio-economic impacts and sustainability of mining, a case study of the historical tin mining in Singkep Island-Indonesia. *The Extractive Industries and Society*, 7(4), 1525–1533.

Syahrir, R., Wall, F., & Diallo, P. (2020b). Socio-economic impacts and sustainability of mining, a case study of the historical tin mining in Singkep Island-Indonesia. *The Extractive Industries and Society*, 7(4), 1525–1533.
<https://doi.org/10.1016/j.exis.2020.07.023>

Governance: The International Journal of Business in Society, 19(4), 704–716.

<https://doi.org/10.1108/CG-08-2018-0267>

Tiu Wright, L. (1996). Exploring the in-depth interview as a qualitative research technique with American and Japanese firms. *Marketing Intelligence & Planning*, 14(6), 59–64.

Turner, J. R., Morris, M., & Atamenwan, I. (2019). A theoretical literature review on Adaptive Structuration Theory as its relevance to human resource development. *Advances in Developing Human Resources*, 21(3), 289–302.

<https://doi.org/10.1177/1523422319851275>

Usmani, M. S., Wang, J., Ahmad, N., Ullah, Z., Iqbal, M., & Ismail, M. (2022). Establishing a corporate social responsibility implementation model for promoting sustainability in the food sector: A hybrid approach of expert mining and ISM–MICMAC. *Environmental Science and Pollution Research*, 29(6), 8851–8872.

<https://doi.org/10.1007/s11356-021-16111-7>

Velte, P. (2021). Determinants and consequences of corporate social responsibility assurance: A systematic review of archival research. *Society and Business Review*, 16(1), 1–25.

Ventura, J., & Saenz, C. S. (2015). Beyond corporate social responsibility. Towards a model for managing sustainable mining operations. Qualitative research based upon best practices. *Social Responsibility Journal*, 11(3), 605–621.

Viveros, H. (2016). Examining stakeholders' perceptions of mining impacts and corporate social responsibility. *Corporate Social Responsibility and Environmental Management*, 23(1), 50–64.

Yang, Y., & Chen, D. (2022a). Issues of corporate social responsibility in the mining industry: The case of China. *Resources Policy*, 76, 102648.

The case of China. *Resources Policy*, 76, 102648.

<https://doi.org/10.1016/j.resourpol.2022.102648>

Yousefian, M., Bascompta, M., Sanmiquel, L., & Vintró, C. (2023a). Corporate social responsibility and economic growth in the mining industry. *The Extractive Industries and Society*, 13, 101226.

Yousefian, M., Bascompta, M., Sanmiquel, L., & Vintró, C. (2023b). Corporate social responsibility and economic growth in the mining industry. *The Extractive Industries and Society*, 13, 101226. <https://doi.org/10.1016/j.exis.2023.101226>