

PT Vale's Security and Social Conflict Management Strategy in the Face of Land Disputes and Natural Resource Security Risks

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Abstract. *In this study, attention is given to the strategies PT Vale Indonesia Tbk uses to handle security and conflict management when tackling land disputes and resource security problems in East Luwu, South Sulawesi. Even with protective measures set in place, such as security policies, forums, and CSR, disagreements remain between the company and local people. Combining Constructivism and the Right to Development, this study investigates the role of conflicts, which may not only be caused by weak laws or processes, but also by disagreements over meaning, old grievances, and beliefs of injustice. I conducted semi-structured interviews with leaders, NGO activists, people from PT Vale, and government officials, in addition to examining documents and paying attention during meetings and observational activities. It is shown that the strategies listed by PT Vale do not fully line up with the experiences of indigenous and local communities. A lot of people consider security to be suppressive, and many think that government engagement initiatives are not inclusive enough. It is often believed that CSR schemes are meant to balance things, rather than truly transform them. This research introduces the idea of corporate conflict management being grounded in norms and cultures, stressing the relevance of being legitimate, including everyone's voice, and respecting cultural backgrounds. It states that the best way to resolve conflicts sustainably is to go from technocratic rule to shared governance and focusing on rights. If extractive activities are carried out without this transformation, they may keep causing resistance and unrest in East Luwu.*

Keywords: *Right to Development (RTD), Human Rights, Constructivism, Social Conflict, Land Dispute, Natural Resource Security, PT. Vale, Corporate Accountability*

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INTRODUCTION

PT Vale's Security and Social Conflict Management Strategy in Facing Land Disputes and Natural Resource Security Risks Extractive industries, especially mining, are often faced with complex challenges related to social conflict and land disputes, where the dynamics between corporate interests and the rights of local communities create structural tensions. This study analyzes PT Vale Indonesia Tbk's strategy in managing conflict and natural resource security risks, focusing on the case of its operations in East Luwu, South Sulawesi. This study is not only practically relevant for the management of multinational corporations, but also academically significant for understanding how social constructions of conflict and human rights frameworks interact in the context of resource-based development.

As a key player in the national nickel industry, PT Vale operates in an area with high ecological economic strategic value, but is also vulnerable to conflict due to customary ownership

claims, information asymmetry and limited community participation in decision-making processes (Djamhari et al., 2024). Data from civil society organizations (e.g. WALHI South Sulawesi) reveal that the roots of conflict often center on power imbalances and the lack of inclusive dialogue mechanisms. On the other hand, Vale's sustainability report mentions systematic efforts through risk-based security policies and Corporate Social Responsibility (CSR) programs. However, the ongoing escalation of conflicts raises critical questions about the effectiveness and gaps between corporate policies and community-level realities (Akintayo et al., 2024).

This research argues that conventional approaches to conflict management that tend to be technical and reactive often ignore the sociocultural dimension and the right to development (RTD) as part of human rights (Oh et al., 2023; O'Dwyer, 2019; Darrow & Tomas, 2005; Alston, 2005). Through the perspective of Constructivism Theory, conflict is not seen as a technical problem alone, but as the result of the construction of meaning by actors (companies, communities, the state) who compete for resources, legitimacy and identity. Thus, the research questions are formulated as follows; (1) How is PT Vale's security and social conflict management strategy designed and implemented in response to land disputes and natural resource security threats? (2) Why have these strategies not been able to optimally reduce conflict escalation, from the perspective of RTD and social construction dynamics?.

The research findings are expected to provide theoretical contributions in understanding the intersection between human rights, corporate security, and conflict construction, as well as practical recommendations for a more participatory and sustainable resource management model. According to Berbekova et al. (2021) Security strategies and social conflict management are key elements in this research, especially in analyzing how PT Vale Indonesia Tbk responds to land disputes and potential risks to natural resource security in its operational areas such as Sorowako (South Sulawesi), Pomalaa (Southeast Sulawesi) and Bahodopi (Central Sulawesi). These dynamics are important to examine given that multinational mining companies such as PT Vale not only act as economic actors, but also as socio-political actors that are in direct contact with local communities and customary land ownership structures.

According to the 2023 Agrarian Reform Consortium (KPA) report, of the total 212 agrarian conflicts recorded during the year, the mining sector was the largest contributor with 45 cases, the majority of which occurred in eastern Indonesia, including PT Vale's operational areas. KPA asserted that the conflicts were generally triggered by overlaps between company concessions and indigenous peoples' management areas, which led to the denial of tenure rights and social marginalization. This suggests that the expansion of nickel mining is not only causing environmental degradation, but also creating structural tensions that impact on resource security and community social cohesion. In this context, literature on rights-based natural resource management, corporate social responsibility (CSR), and participatory conflict resolution approaches is highly relevant.

These approaches are in line with the concept of the Right to Development (RTD) from a human rights perspective, which demands that development, including that undertaken by the private sector, is carried out in a way that guarantees people's rights to participate actively, benefit fairly and not suffer structural marginalization (Aziz et al., 2023; Tariq, 2025; Brugere et al., 2023). Furthermore, the use of constructivism theory in this research enables an analysis of how local values, norms and identities are shaped and negotiated in the relationship between companies, the state and communities. By understanding land conflicts not only as technical legal issues, but also as the result of social and political construction, PT Vale's security and social conflict management strategies can be viewed more holistically and contextually.

In the context of PT Vale Indonesia Tbk's operations, land disputes and social conflicts reflect the complex dynamics between the interests of extractive industries and local communities' rights to land and natural resources (Lahn-Toftdahl, 2024). Areas such as Sorowako, Tanamalia, and Loeha Raya in East Luwu Regency are examples of areas rife with

tenurial conflicts and social tensions due to mining expansion. According to a report by WALHI South Sulawesi, PT Vale's activities in Asuli Village have caused significant impacts, such as land displacement, water pollution, and disruption of ecological balance. This is reinforced by findings from the media and civil society organizations that reveal the economic losses of pepper farming communities in Tanamalia due to mining concessions that destroy productive agricultural land, which is the main source of their livelihoods.

In response to these conditions, PT Vale has developed a number of community-based conflict management strategies, such as organizing Forum Group Discussions (FGDs) with local communities, especially in Tanamalia, to discuss tenure dispute resolution schemes involving limited production forest areas that have been included in the company's forest area borrow-to-use agreement (PPKH). In addition, the company provides a whistleblower channel to receive complaints related to violations of ethics, human rights, and conflicts of interest involving their activities (Zhou et al., 2021; Saloranta, 2021; Nguyen & Nguyen, 2024; Quayle, 2021). Nevertheless, the challenges in implementing this strategy are still considerable, especially in terms of the effectiveness of community involvement, transparency of information, and ensuring fair distribution of development benefits.

To theoretically understand this issue, the concept of Right to Development (RTD) from a human rights perspective is an important framework, given that local communities have the right to enjoy the benefits of development, participate actively, and not experience unilateral deprivation of land rights (Kanade, 2024). RTD emphasizes the link between economic development and equal fulfillment of human rights, especially for vulnerable groups such as farmers and indigenous peoples. In line with this, constructivism theory offers an alternative approach that emphasizes that the interests, identities and norms adopted by actors such as companies and communities are socially shaped through historical and cultural interactions. In the context of PT Vale, long-term interactions between the company and local communities are key elements that shape public perceptions of the legitimacy of mining operations and the validity of conflict management strategies implemented. This approach opens up space to understand that security and conflict resolution strategies are not solely determined by rational calculations, but also by the values, perceptions and social constructions that develop in society.

By considering the dynamics between corporate actors, local communities, and the state, it is important to place social conflicts and land disputes within a broader normative framework. The concept of Right to Development as stated in the Declaration on the Right to Development by the United Nations in 1986, emphasizes that development must be participatory, inclusive, and respect the rights of affected communities (Dmytriiev et al., 2021). In this context, companies such as PT Vale Indonesia Tbk are not only required to carry out economic activities efficiently, but must also ensure that their operations do not violate human rights principles, especially the right to land, a healthy environment, and a decent living. In the report of the Indonesian National Human Rights Commission (2023), extractive sector companies in Indonesia often fail to meet the principles of due diligence in human rights, especially regarding free and prior consultation with indigenous peoples (Free, Prior, and Informed Consent), which should be the minimum standard in every form of policy-making related to natural resources.

Given the dynamics between corporate actors, local communities and the state, it is important to situate social conflicts and land disputes within a broader normative framework (Bellandi et al., 2021). The concept of Right to Development as contained in the Declaration on the Right to Development by the United Nations in 1986, emphasizes that development must be participatory, inclusive, and respect the rights of affected communities. In this context, companies such as PT Vale Indonesia Tbk are not only required to carry out economic activities efficiently, but must also ensure that their operations do not violate human rights principles, especially the rights to land, a healthy environment, and a decent livelihood. In the report of Komnas HAM RI (2023), extractive sector companies in Indonesia often fail to fulfill the principles of due diligence in human rights, especially related to free, prior, and informed consultation with indigenous

peoples, which should be the minimum standard in every form of policy making related to natural resources.

Furthermore, the constructivist approach enriches the understanding of how security and conflict management strategies are shaped not only by legal and economic structures, but also by social values, norms and perceptions. In practice, the strategies implemented by companies such as PT Vale will be influenced by how the company shapes its self-image, perceptions of local communities, and socially constructed narratives of development. Confirm that international actors, including multinational corporations, can experience internalization of human rights and equitable development norms through a continuous process of social interaction and normative pressure. Thus, the development of PT Vale's security and conflict resolution strategy needs to be read not merely as a technocratic step, but also as the result of a normative process influenced by global values, local community expectations, and social legitimacy.

Through this theoretical understanding, this research will examine whether and to what extent PT Vale's security and social conflict management strategies are aligned with Right to Development principles and how the social construction of conflict shapes the company's approach to natural resource security risks (Machanguana & Dias, 2021). This framework enables a more in-depth analysis of the legitimacy, distributional justice and social sustainability of company policies and actions in their areas of operation

METHODS

This research employs a qualitative case study approach, focusing on PT Vale Indonesia Tbk's conflict management strategies in East Luwu, South Sulawesi. The qualitative method was chosen to explore in-depth the social dynamics, stakeholder perceptions, and institutional responses within the context of land disputes and natural resource security. Case study research is particularly suited to capture complex socio-political phenomena that are context-bound and shaped by historical, cultural, and normative factors. Data collection was conducted through a combination of document analysis, semi-structured interviews, and participant observation. Primary data were gathered from field interviews with local community leaders, NGO activists (e.g., WALHI South Sulawesi), local government officials, and representatives of PT Vale's Community Relations and Security Divisions. These interviews aimed to capture diverse perspectives regarding the implementation of security strategies, CSR programs, and conflict resolution mechanisms. Secondary data were sourced from PT Vale's sustainability reports, legal documents (e.g., forestry utilization permits), academic literature, civil society publications, and media reports from 2020 to 2024. All documents were selected based on credibility, relevance, and publication authority (e.g., Komnas HAM RI, KPA, UN documents). The triangulation method was used to ensure the validity and reliability of the data.

The data analysis technique employed is thematic analysis (Braun & Clarke, 2006), which involves coding and identifying patterns related to how PT Vale constructs, implements, and evaluates its social conflict and security policies. The analysis was guided by the theoretical framework of Constructivism and the Right to Development (RTD), which enabled the researcher to interpret the social construction of legitimacy, identity, and normative expectations within the conflict. Furthermore, this study applies normative-institutional analysis to assess the extent to which PT Vale's strategies align with human rights standards, particularly those concerning community participation, environmental justice, and equitable access to development benefits. This method facilitates an evaluation of both formal institutional frameworks and informal sociocultural dynamics that influence corporate behavior and community responses. Ethical clearance was considered, ensuring that all informants participated voluntarily and their identities were anonymized to maintain confidentiality and research integrity. The research was conducted between August 2023 and February 2024 in Sorowako, Tanamalia, and Loeha Raya.

RESULTS AND DISCUSSION

Being a foreign business that operates in highly sensitive regions, PT Vale has to give more importance to community needs and the environment while trying to grow its economy. The study intends to explore the company's approaches to conflict management by examining them via local accounts, established procedures, and the Right to Development (RTD). This research pays close attention to qualitative fieldwork using interviews, observations, and studying important documents to show how complex the relationships are among corporate actors, indigenous communities, and the state. These findings review how disagreements over land appear, look at the company's procedures for keeping their employees secure, and explain why the current approaches have not eased the underlying problems.

Patterns and Roots of Land Disputes in PT Vale's Operational Areas

In Sorowako, Tanamalia, and Loeha Raya areas of East Luwu Regency, the land disputes happen due to issues with traditional land ownership, changes taking place in the surroundings, and unbalanced power between those involved. One of the main problems arises because indigenous people claim ancestral land that is now partially covered by mining documents. Such unnoticed claims often cause conflicts, for example, when PT Vale is allowed to start work on their land without carrying out the FPIC process. Therefore, people within communities do not get a say in important issues related to land usage and resource exploration.

A local farmer in Tanamalia expressed frustration at the sudden loss of farmland due to PT Vale's mining activities. He stated,

"We were never told clearly. One day, they just marked our pepper field as part of the company's concession. This is land that fed our family for generations."

Historically, the disregard given to local communities adds to the problems facing such areas. Against the background of PT Vale's activities, research shows that local communities rely on their land for both money and their cultural and spiritual life. There are indigenous people who use agriculture based on rotation, forests, and pepper farming, yet all these activities are disturbed by mining activities. There was a major loss of farmland in Tanamalia because of the excavations, which kicked out farming families and damaged what they produced for a living. Little is ever done to reimburse these losses as they really affect the land and the lives it supports.

Another big factor triggering conflict is the destruction of the environment. People in and around Asuli Village have found that PT Vale's work leads to water contamination, cutting down trees, and disturbing nature. These changes in the environment harm people's health and also interfere with old systems of using and managing water and land. WALHI South Sulawesi releases reports about rivers that have been polluted by waste from mining, which harms agriculture and daily use by people. Therefore, it leads to even more distrust between the community and the corporation.

A traditional leader from Loeha Raya explained the cultural connection to the disputed land:

"That land is not just soil to us it holds our stories, our ceremonies, our ancestors. When it's taken without discussion, it's like tearing out our soul."

Along with its effects on the environment and employment, moving people has a negative influence on the conflict. A lot of families have to deal with hidden evictions in which they slowly lose the right to their land after companies limit access, watch them closely, or damage the environment. Being involved in dishonest negotiations and without sufficient security programs can make people in a society feel lonely and unempowered.

An NGO activist from WALHI South Sulawesi reported,

“What we see repeatedly is a pattern of state-backed corporate expansion ignoring indigenous mapping. The community is not against development, but it cannot come by force.”

The problems become worse because of differences in power and insufficient access to information. Many people living their state that they don't know exactly where the concession ends or if permits are valid, so it makes it tricky for them to contest company actions or defend what is theirs. In a lot of situations, the jargon found in consultations keeps elders and women from truly understanding what is happening, since their participation is usually set aside.

A village woman from Sorowako highlighted gendered marginalization:

“When they invite the community to meetings, they only call the men or the village head. We, the women who also work on the land, are not asked how this affects us.”

These organizations along with the KPA, have generally pointed out that structural marginalization has played a big role in many of these disputes. Last year's report states that the mining industry in Indonesia was involved in the most agrarian conflicts, and these mainly occurred in Eastern Indonesia with PT Vale continuing its operations. This research shows that disputes like these are common examples of benefits to extractive industries that rely on support from the government at the cost of social unity and land rights of local communities.

Corporate Security Strategy and Risk Mitigation Approach

The approach taken by PT Vale is based on risks and compliance, mainly to protect the company's assets, workers, and ensure continuous operations. This strategy is based on the company's own evaluations of challenges like land issues, unrest among people, and problems due to environmental actions. In its sustainability reports, PT Vale describes how it is dedicated to conflict sensitivity and acting in an ethical way when managing security. Still, preventing attacks and overseeing licensed mining areas are mostly what companies focus on, while neglecting to fix the larger conflict sources or giving equal importance to local groups.

A community member in Asuli described the intimidating presence of security forces:

“During land inspections, there are always armed men. It makes us feel like we are the enemy, even though this is our home.”

The company's operations at field level are mainly supported by internal security teams working with police and military forces. Even though the coordination is officially defended as a way to follow laws and protect investments, it often leads to more community issues becoming security concerns. Rather than talking and finding solutions through community involvement, countries often look at land conflicts as risks, and sometimes the community's expressing disagreement are seen as unstable. This view weakens the bond within communities and makes them see each other as enemies.

A former local government official explained the misalignment between corporate goals and community perceptions:

“PT Vale talks about compliance and investment protection, but to villagers, it looks like they're protecting profits, not people. The feeling on the ground is that they are more ready to suppress than to listen.”

It is also noted by those in the local community that armed security forces present around Sorowako and Tanamalia during corporate activities like clearing or investigating land makes people feel nervous and fearful. Nevertheless, using soldiers to control people often leads to the impression that the business set out to repress its critics, even when it really wanted to handle the issue amicably. This situation is made worse by the fact that there is not much clarity regarding the contracts PT Vale makes with local government agencies regarding these tasks.

One NGO representative involved in local advocacy noted,

"There is no transparency about the agreements between PT Vale and the military. These partnerships create a climate of fear where complaints are seen as rebellion."

The company's efforts to reduce risks are detailed on paper, but they do not include ways to deal with opponents and those who doubt the mining projects. One of PT Vale's conflict response mechanisms is designed with internal reporting systems like incident escalation and emergency risk evaluation, but these approaches are mainly reactive and use methods of analysis. They do not deal with the underlying issues and prefer to control the communities that create disorder (violent protests, blockades, damage) instead of focusing on their main issues.

A young activist in Tanamalia recounted,

"Our peaceful protest was labeled a disturbance. Instead of talking to us, they brought in more security. It showed us that they are not interested in solutions, only in order."

It is completely different from what many countries do in business, which is to set up early warning systems, talk with local groups, and work together with the community in reducing risks. The current strategy of PT Vale is restricted because there is a separation between its safety and community activities. Even though the dialogue teams try to reach out to communities, their work rarely cooperates with security, which leads to an inconsistency in the conflict management policy.

Another noticeable point is that the company's security approach does not fold in community knowledge and traditions. Even though the company conducts business in parts of the world with time-tested ways for resolving conflicts and managing land, its policies do not often make use of them. Because local people are excluded, the gap between PT Vale and its stakeholders becomes even bigger.

Community-Based Conflict Management Initiatives

Due to an increase in tension and land disputes in places it working, PT Vale is rolling out various community projects meant to enhance dialogue and lowered conflict with other stakeholders. Forum Group Discussions (FGDs) are created in areas like Tanamalia to give people an opportunity to discuss and share their ideas about land, the environment, and their development. The purpose of these FGDs is to allow concerned individuals to openly address their complaints and together discuss possible approaches to solve them.

A participant of the FGD in Tanamalia shared,

"They say it's a forum for dialogue, but it's more like a presentation. We sit and listen; we don't get to decide anything."

However, FGDs are meant to encourage people to take part, but observations and interviews confirm that they sometimes do not achieve active participation. There is a common report among community members that the discussions are mainly led by stories from corporations that do not strongly acknowledge the viewpoints of others. On some occasions, only certain members of the community's elite group are involved, which excludes women, traditional landholders, and youth whose opinions might be markedly different from those of the leading members. For this reason, the dialogues are used to address public relations issues rather than to unite or handle major issues in society.

A youth leader from Loeha Raya criticized the selective participation:

"The same people are invited each time those already close to the company. The rest of us, especially the young or critical voices, are left out."

A further contribution by PT Vale was launching a workplace whistleblower system that helps people discretely report illegal acts, breaches of ethics, human rights violations, or conflicts of interest. This demonstrates the companies inside pledge to maintaining corporate governance and being ethical. However, people living in rural and indigenous regions find this mechanism too hard to access and dubious. Most people in these areas have not heard about the system or think

it won't help solve their problems. When it comes to places where people have not learned to read and computers are rare, these systems are hard for them to use.

An elder from Sorowako commented on the ineffectiveness of the whistleblower system:

"They say we can report violations, but who will read our reports? We don't use email. Even if we report, nothing changes."

Also, PT Vale has had talks with community members about disputes involving the Limited Production Forests (Hutan Produksi Terbatas) that are covered by its forest permit (PPKH). It has dealt with the complications by categorizing all the disputed areas and proposing ways to handle or share land usage. As such, because the terms are explained by experts and not equally discussed first, some communities still believe the main process is top-down. Since the community does not have access to lawyers, unbiased facilitators, and complete information about their land permits, it becomes harder for them to discuss the issue with the authorities in a fair way.

A farmer involved in land negotiations observed,

"They gave us maps and legal terms we don't understand. There was no translator, no legal aid. It was a negotiation in name only."

Some Loeha Raya residents also noted that after the listening sessions, the improvements or changes promoted by PT Vale are either far from clear or postponed indefinitely, which gives a message that the company suffers from "dialogue fatigue." Such disappointment might create more division between the company and the surrounding communities.

It is frequently noted in the analysis that issues involving fairness and even distribution of development gains should be considered. PT Vale gets involved in CSR programs to fund education, health, and infrastructure, but many people believe these actions have no link to their grievances over land and ecology. People in such communities argue that land justice is not the same as CSR, and that development assistance is viewed as supplied "for free" and usually lacks the necessary details.

Basically, PT Vale's community-based conflict strategies have two sides to them. They indicate a clear understanding that handling stakeholders' issues and conflicts must be an important priority. Also, their setup and implementation are commonly missing the features of empowerment, including everyone, and continuous responsiveness seen in participatory approaches for resolving conflicts. While efforts are mainly applied to checking boxes, communities are not usually included in real decisions, because they are mainly consulted instead of empowered.

These efforts can only be successful if PT Vale goes beyond using risk management for its own profit. To do this, we ought to change the way we manage conflicts by making co-governance possible with traditional institutions, independent support for agreements, and long-term plans created and maintained with local communities. If there are no such changes, the efforts to resolve conflicts could be shallow, overlook key issues that cause disagreements in communities.

The study further the field of corporate conflict management by disputing the idea that land-based issues should be addressed only by experts. In fact, it points out that these conflicts should be seen through the eyes of constructivism, since they arise from varying people's accounts, unresolved issues from history, and conflicts over land, identity, and development (Boskeljon et al., 2022). This approach goes against most of the research that continues to blame mining conflicts in Indonesia only on weak law enforcement and multiple sectors working together. The study adds that builders of constructivist international relations (Boskeljon et al., 2022) approach land disputes not only as fights over valuable resources but also as symbolic disputes for recognition and authority.

The study is valuable because it uses the Right to Development (RTD) to assess the way companies handle conflicts. Although previous studies have mainly looked at CSR as a framework

for stakeholder engagement, not too many have used RTD to evaluate whether firms follow just participation, ensure fair benefit, and do not exclude people. According to the findings, while PT Vale has programs for its local community and the environment, these initiatives do not often agree with the important requirements of RHD, mostly in relation to consent and equity (Ekambaranathan et al., 2023). People living in Sorowako and Tanamalia are still excluded from making decisions on land and resources that affect their lives.

It is also noted in the research that there is a major gap between the corporate approach and what community members go through. PT Vale's way of handling security involves mapping risks, analyzing stakeholders, and carrying out internal compliance audits, and this approach is shaped by the Voluntary Principles on Security and Human Rights (VPSHR). Still, as Earl et al. (2022) state, these strategies can make it so that protests are seen as threats instead of valid ways of protesting about the land. Here, having armed forces around and using military strength to stop land encroachment makes local people view repression more strongly. In Indonesia's extractive sector, it is well-known that authorities use their power to support corporations' interests.

As the analysis further indicates, there are certain limits to the community-based approaches taken by PT Vale, including FGDs and procedures for filing complaints. Even with these changes, these approaches are still mostly planned and managed by those in charge and limited to specific people. The findings from Schilling-Vacaflor and Lenschow (2021) reappear in this study as it is found that when community members do not lead, and their views are filtered by the company, it leads to more distrust and confusion about why the company is doing what it does. Besides, the company's system for reporting unethical actions is reliable but not often used because of the availability of technology, low reading levels, and the difficulty of getting used to different cultures challenges that Calefato et al. (2022) have also found in similar places.

What is more, companies do not consider the emotional and historical aspects of land disputes. Those communities influenced by PT Vale have long stories of being marginalized, connected to taking land away under colonialism, government development projects, and damage to the environment, so they look at today's participation efforts in light of these experiences. As a result, people start to think in ways Bantekas & Akestoridi (2022) calls normative expectations, so development should restore a sense of dignity, sovereignty over land, and harmony between the past and future. That is why many think that CSR programs, including road projects or support for education, cannot work well if underlying land issues are not settled.

Unlike findings that show CSR as helping to stop conflicts (Reynolds & Ciplet, 2023), it was found here that CSR without land justice often pacifies communities instead of supporting them in their aspirations. The theory agrees with the view that CSR may stand for a lack of genuine participation instead of helping achieve fair development. Local groups in East Luwu consider CSR only as a system of exchange and reparation, not as a way that promotes all people being part of the community. As a result, there is a large difference between what corporations aim for and what people in the community care about.

Besides, this research points out the need to involve local sociocultural bodies more prominently in existing conflict management studies. Scholars usually fail to consider what customary authorities, indigenous systems, or local dispute methods play when trying to solve conflicts between companies and the communities they work with (Fernández et al., 2021). It is shown in this study that where corporate mechanisms are kept apart from local land adjudication systems, the results are broken and regularly contested in Loeha Raya. Failing to involve conflict strategies in the usual ways land is owned and family relations ensures that negotiated agreements cannot be upheld for a long time.

This research shows that security and conflict involve more than following regulations; these concepts are also shaped by history, society's views, and what is right or wrong. It makes things more aligned between the official system and how communities live with mining activities. This issue becomes especially important in Indonesia since greater access to land for businesses

is granted through decentralization, however, these companies are not always made accountable to those affected.

All in all, addressing corporate conflicts should involve changing from technology-based approaches to working together and using rights as a base for development models. It endorses a widespread belief in critical development studies that companies should focus on transformation instead of simple mitigation and should start including locals, accepted values, and justice in their procedures (Meramveliotakis & Manioudis, 2021).

CONCLUSION

It was discovered through this study that PT Vale's strategies to control land conflicts and secure resources do not effectively solve the reason behind social conflicts in East Luwu. Even though these efforts follow agreed rules, they do not focus enough on local ways, background, and people's right to development (RTD). Based on Constructivist theory and RTD, the research points out that conflicts develop due to the way communities see things, their sense of exclusion, and their low involvement in decision-making. The company usually prefers dealing with potential problems rather than solving the underlying issues, which leads to constant trouble between parties. For its operations to endure and gain legitimacy, PT Vale has to apply participatory, rights-based, and culturally linked ways of solving conflicts. This calls for moving from following procedures to truly working together with relevant communities.

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