

CROSS-CULTURE COMMUNICATION MANAGEMENT: DIFFERENCE AND BUILDING AT PT LAZ COAL MANDIRI

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ABSTRACT

This study discusses a conceptual study of cross-cultural communication practices at PT Laz Coal Mandiri. This study was designed to explore how the Company deals with existing problems related to communication and information transfer between the Company's staff in the presence of differences in individual cultural backgrounds and other individuals. In this study, researchers compiled using qualitative research methods using the Library's review method through books, scientific articles, journals, and other publications. The results obtained in this study show that cultural differences have a significant influence on communication between groups at PT Laz Coal Mandiri. Negotiating between multicultural groups at PT Laz Coal Mandiri is often complicated and requires a thorough understanding of each party's cultural norms. In addition, it also explores how collaboration can be built between teams from different cultures at PT Laz Coal Mandiri. It was concluded that intercultural communication management at PT Laz Coal Mandiri is essential to establishing effective collaboration between multicultural teams.

Keywords: Communication Management, Cross-Cultural Communication, PT Laz Coal Mandiri

INTRODUCTION

Today's organizations are generally required to be more proactive in dealing with changes as the times progress, this proactive nature can be done well by the organization if its employees determine the back and forth of an organization can work as optimally as possible in their respective fields (Ningrum, 2013). Organizations are not formed due to letters or approval documents, but organizations have existed since certain interactions or communications between individuals that indicate that they are organizing (Morissan et al., 2009). An important aspect of an organization is human resources, namely people who actively play a role in planning, implementing, and controlling the organization's goals. Cross-cultural management studies the behavior of individuals in organizations around the world and trains individuals working in organizations with employees and client populations from several cultures (Faridi & Handiman, 2021). Quoted from (Surya et al., 2022)

Social psychologist Hofstede proposed in 1997 that culture is a "software" that influences people's thinking and behavior and has programs that affect people's lives and work throughout their lives. Cultural groups may inculcate certain values to their members involving behavioral and communication preferences. Cultural factors are also influences such as individualism and collectivism, power distancing, language and communication, trust and security, and social security (Zimu, 2023). PT Laz Coal Mandiri is a local company in South Kalimantan that operates in the mining contractor service provider industry. PT. Laz Coal Mandiri has six teams (SHE, Operation, Engineering, Plant, HR-GA) of which the team consists of several individuals, with different cultural backgrounds. In this context, the main challenge facing companies is how to manage effective communication between teams consisting of people from different cultures. This research aims to study

how cultural differences affect communication and collaboration at PT Laz Coal Mandiri. It is important to understand that cultural differences can include aspects such as communication norms, interaction styles, hierarchical perceptions, and decision-making. With a comprehensive understanding of these dynamics, companies can develop more effective strategies to build effective collaboration among multicultural teams. Intercultural communication skills have a positive impact on the performance of multicultural teams, and national culture plays an important role in team members' perception of their abilities (Matveev & Nelson, 2004). The foundations of this research theory include concepts such as cross-cultural communication management, Hofstede cultural dimension theory, cross-cultural negotiation and conflict theory, and cross-cultural collaboration theory.

RESEARCH METHODS

In this study, researchers adopted a qualitative approach. This type of research includes qualitative research. Qualitative research is an ethnographic method because it was originally used mostly for research in cultural anthropology; it is called a qualitative method because the data collected and analyzed are more qualitative (Sugiyono, 2019). This study also conducted phenomenological interpretations, quoted from (Morissan, 2013) Interpretation is an active process that gives meaning to experience. Interpretation is an active process that gives meaning to experience, guides modern public reason, and involves mutual understanding and communication in public spaces (Jiang, 2023). In addition, researchers also use in-depth interviews and case studies as major data collection techniques. Respondents will be selected from

various levels and backgrounds at PT Laz Coal Mandiri to ensure wide multicultural perspective representation within the organization. In addition, researchers also use library review methods in scientific articles, journals, books, and other publications. This research includes concepts such as cross-cultural communication management, Hofstede cultural dimension theory, cross-cultural negotiation, and conflict theory as well as cross-cultural collaboration theory. In addition, there is a Hofstede theory that examines differences between cultures not only at the community level but also at the family, education, and workplace levels (Faridi & Handiman, 2021). There are five dimensions of the Hofstede:

1. Low/high power range

This aspect reflects the relationship between culture and power in one form or another. Relationally, cross-cultural comparisons of these dimensions reflect the extent to which subordinates depend on their superiors. In a culture of high power distance, effective managers are essentially benevolent autocrats and task-focused. They cannot access and take advantage of the privileges conferred by their powers. If something goes wrong, it is usually the subordinate who reports to the boss in charge. In contrast, in cultures with low power distances, effective managers will be more people-oriented in the organization and allow them to participate in decision-making more. The relationship between subordinates and superiors is more horizontal than vertical: superiors can approach and try to make them less powerful than they are. If a fault occurs, the fault lies more with the system than with the individual involved.

2. Individualism / Collectivism.

This aspect concerns the importance of cultural groups attached to

relationships. Some cultures value personal relationships more than tasks to be completed or transactions to be made. This relationship can be established in a large family, so blood ties ensure trust and loyalty.

3. Masculinity / Femininity

Hofstede developed dimensions that some people thought could be described as firm and competitive (naturally masculine) or more concerned and therefore more feminine. Hofstede emphasized traditional gender roles: masculine values such as achievements and the use of power were used to describe cultures along these dimensions, as were feminine values: Caring for others, and not being too selfish. However, when culture is considered in the working environment, this aspect allows for a clear distinction between cultures concerning attitudes toward work. A very masculine culture views work as a challenge, offering great opportunities for awards and recognition. His emphasis is on performance, and competing with others to achieve goals. A very feminine culture pays more attention to the big picture, including relationships with others at work. Effective intercultural communication in different organizations requires mutual understanding, respect, and trust to overcome obstacles and improve employee, co-worker, and bargaining relationships (Sahadevan & Sumangala, 2021). Quality of life is a major concern not only in terms of how work is done but also in terms of the results of work.

4. Avoidance of uncertainty.

Cultural managers avoid uncertainty and are expected to uphold organizational regulations and regulations, have the correct answer to questions, and provide appropriate instructions. Managers in cultures with a low level of uncertainty avoidance are

expected to enforce or set rules only when necessary (most problems can be solved without strict rules); Managers are difficult to be a source of all discretion and need to involve others who are more knowledgeable in the process. decision-making. Hofstede's original four dimensions have had a major influence on the development of management theory in many areas of management, particularly focusing on the relationship between leaders and subordinates. Two aspects, power distance, and uncertainty avoidance, are essential in this regard. As Hofstede and Hofstede themselves said. These two dimensions help answer two basic questions: who should have power and what decides? What rules or procedures should they follow to achieve their desired goals? (Hofstede on (Faridi & Handiman, 2021).

5. Long-term versus short-term orientation

Hofstede added a fifth dimension based on the survey mentioned above but called it short-term orientation versus long-term orientation because most of the countries where the fifth dimension was found were unfamiliar with Confucian doctrine, Both poles are opposite dimensional containing Confucian values." (Faridi & Handiman, 2021). According to Hofstede, non-Congruous countries such as Brazil and India scored quite high in this aspect. Values considered short-term are past-and present-oriented and more static; those considered long-term are more future-oriented and dynamic. Short-term orientation involves the development of virtues related to the past and present, including respecting tradition, saving face, and obeying social obligations. Long-term orientation involves cultivating future-oriented virtues, especially perseverance and thrift, organizing

relationships based on status, and having shame.

RESULTS AND DISCUSSIONS

The findings show that cultural differences have a significant impact on intergroup communication, negotiation, and cooperation at PT Laz Coal Mandiri in this study. Cross-cultural communication management improves internal performance by cultivating an in-depth understanding of different communication styles, mediating conflicts with sensitivity to cultural norms, and building cultural awareness and trust among multicultural teams are key to overcoming this challenge.

Cultural and Communication Differences	Cross-Cultural Negotiations and Conflicts	Cross - Cultural Collaboration
The main finding of this study is that cultural differences have a significant influence on communication between groups at PT Laz Coal Mandiri. Based on Hofstede's cultural dimension theory, dimensional differences such as individualism versus collectivism, power distance, uncertainty avoidance, and time orientation can lead to differences in	It shows that negotiations between multicultural groups at PT Laz Coal Mandiri are often complicated and require a thorough understanding of each party's cultural norms. Cross-cultural negotiation theory emphasizes the importance of understanding the differences in negotiation style, conflict management	One important aspect of this research is to explore how collaboration can be built between teams from different cultures at PT Laz Coal Mandiri. Cross-cultural collaboration theory emphasizes the importance of developing cultural awareness, valuing different perspectives, and building

communication styles between different individuals of cultures. Based on the results of the study, cultured groups of high power distances tend to avoid direct conflict, while individualistic groups may prefer direct and more open-hearted communication.	t, and decision-making style. The research found that adopting a more collaborative approach to conflict resolution could enhance mutual understanding and strengthen relationships between different groups of cultures.	trust among team members. Research results show that initiatives aimed at facilitating cultural exchange and a holistic approach to decision-making can improve productivity and quality of collaboration within the company.
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According to Hofstede, this study found five dimensions where it examines an intercultural difference at the Community level but also at the Family, Education, and Workplace level as in PT Laz Coal Mandiri, as follows:

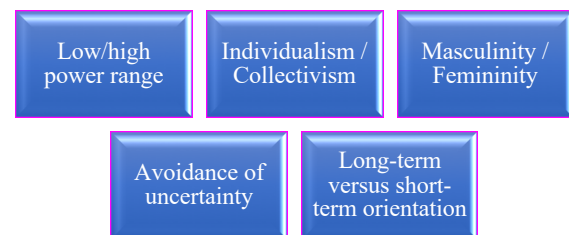


Table 1 Fifth Dimension Hofstede
Source : (Faridi & Handiman, 2021)

In accordance with the table above, the following is an explanation of the research findings at PT Laz Coal Mandiri, as follows:

1) Low/high power range

This dimension represents the extent to which a society or organization accepts a gap in power. PT Laz Coal Mandiri, in this context, faces challenges in managing the power gap that may occur between employees with different cultural backgrounds. Research results

show that by raising awareness of these differences through training and coaching, companies can reduce power gaps that can hinder open communication and effective collaboration.

2) Individualism / Collectivism

This dimension distinguishes the extent to which individuals in society tend to pursue personal interests versus collective interests. It was found in PT Laz Coal Mandiri that employees with more collectivistic cultures tend to put more emphasis on teamwork and solidarity. On the other hand, employees of a more individualistic culture may need different approaches to motivate them in a team environment.

3) Masculinity / Femininity

This dimension highlights the extent to which society values traditional masculine values such as ambition, competition, and achievement over feminine values such as concern for quality of life, concern for others, and concern for differences and balance between work and life. Feminine values, such as work-life balance considerations, are important to ensure the welfare of employees in a multicultural work environment (Campos-García, 2022). PT Laz Coal Mandiri found that feminine values, such as attention to work-life balance, are important in ensuring the welfare of employees in multicultural work environments.

4) Avoidance of uncertainty

This dimension reflects the extent to which society feels uncomfortable with uncertainty and seeks clear rules and strict structures. Research results show that at PT Laz Coal Mandiri, reducing uncertainty through clear communication, structured processes, and the use of technology that supports communication can increase the confidence and comfort of employees in

establishing intercultural cooperation. Inter-organizational collaboration reduces uncertainty in innovation projects through collaboration, leadership, communication, trust building, and joint decision-making. (Fanousse et al., 2021).

5) Long-term versus short-term orientation

This dimension represents the extent to which society tends to prioritize long-term values such as austerity, perseverance, and patience over short-term values such as personal satisfaction and stability. PT Laz Coal Mandiri found that by implementing strategies that emphasize long-term value, such as investing in employee career development and sustainable cultural development, they could build a solid foundation for continued cooperation and organizational development. With value focusing on long-term value through employee career development and implementing strategies that encourage a sustainable culture for organizational development (Nilsson, 2020), PT Loaz Coal Mandiri can promote a healthy and sustainable working life.

CONCLUSION

It can be concluded that intercultural communication management at PT Laz Coal Mandiri is essential to establishing effective collaboration between multicultural teams. Based on the research results, there are several important points to underline: First, cultural differences play an important role in determining communication styles, conflict management, and negotiations between different groups of cultural backgrounds. According to Hofstede, an in-depth understanding of cultural dimensions helps identify dimensions that affect communication dynamics within the company. Second,

the study emphasized the importance of adopting a collaborative approach to building cross-cultural collaboration. Initiatives that raise cultural awareness, value different perspectives, and build trust among team members can improve overall team performance. Third, strategies such as cross-cultural training, a comprehensive approach to conflict management, and the formation of diverse cross-cultural teams are essential to improving organizational adaptability to the environment. Global markets are dynamic and complex. Therefore, the results of this study provide a better understanding of how to improve and strengthen intercultural communication management at PT Laz Coal Mandiri, as well as practical implications for improving the quality of communication and collaboration in a multicultural work environment. These findings can also serve as the basis for further research in the field of international management, focusing on cultural integration and conflict management in global companies.

Based on the research results, we propose several steps to improve intercultural communication management at PT Laz Coal Mandiri:

- ✓ Continuing (Continuity) a routine Cross-Cultural Training training program to develop communication skills between cultures and awareness of cultural differences among employees.
- ✓ Implementing More Advanced Technology to facilitate more effective cross-cultural collaboration, including virtual platforms for team meetings and collaboration.
- ✓ Emphasis on the balance of individual and collective values: Develop strategies that respect the values of individualism and collectivism, to ensure that all

employees feel respected and supported in the working environment.

By implementing some of these suggestions, PT Laz Coal Mandiri can continue to strengthen the foundation for cross-cultural communication that has been built, increase team collaboration, and accelerate the achievement of corporate strategic goals in an increasingly complex global context.

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