

**EXAMINE THE WOMEN COMMUNICATION MANAGERIAL SKILL AT PT LAZ
COAL INDONESIA**

**MENELAAH KEMAMPUAN MANAJERIAL KOMUNIKASI PEREMPUAN DI
PT LAZ COAL INDONESIA**

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ABSTRACT

Efficient communication plays a crucial role in effective management, especially in the coal mining industry. This industry requires strong interpersonal and leadership skills due to its intricate stakeholder relationships and demanding operational environments. This case study explores the communication-based managerial skills of women leaders at PT LAZ Coal Indonesia, a well-known coal mining company in the region. The study follows the methodological approach of Robert K. Yin. The existing literature on communication in the mining industry emphasizes the significance of strategic communication in effectively managing intricate stakeholder dynamics, promoting teamwork, and facilitating organizational transformation. Research has highlighted the specific communication obstacles that women encounter in industries dominated by men. These challenges include overcoming gender biases and establishing credibility. This qualitative case study utilized in-depth interviews with a purposive sample of two women managers at PT LAZ Coal Indonesia, encompassing mid-level supervisors to senior executives. The interviews delved into the participants' communication strategies, leadership approaches, and experiences in navigating the organizational culture. In addition, the researchers observed the women managers in their work environments and analyzed company documents to cross-reference the data. The research uncovers that the female managers at PT LAZ Coal Indonesia have honed a variety of communication-focused managerial abilities, such as attentive listening, compassionate issue resolution, and the tactical utilization of both formal and informal communication avenues. These skills have allowed them to establish trust with their teams, efficiently handle stakeholder relationships, and bring about organizational change. Nevertheless, the women encountered obstacles, including the task of maneuvering through gender-based biases and the requirement to adjust their communication styles to fit into the predominantly male organizational culture. This study offers valuable insights into the communication-based managerial skills of women leaders in the coal mining industry, showcasing their adeptness in navigating intricate organizational dynamics and cultivating collaborative work environments. The findings could potentially shape the creation of training and mentorship programs for women who aspire to be leaders. Additionally, they could add to our knowledge of communication strategies based on gender in industries that are predominantly male-dominated.

Keywords: Communication Managerial, Strategic Communication, Women Manager.

ABSTRAK

Komunikasi yang efisien memainkan peran penting dalam manajemen yang efektif, terutama dalam industri pertambangan batu bara. Industri ini membutuhkan keterampilan interpersonal dan kepemimpinan yang kuat karena hubungan pemangku kepentingan yang rumit dan lingkungan operasional yang menuntut. Studi kasus ini mengeksplorasi keterampilan manajerial berbasis komunikasi dari para pemimpin perempuan di PT LAZ Coal Indonesia, sebuah perusahaan tambang batu bara yang terkenal di kawasan ini. Literatur yang ada tentang komunikasi di industri pertambangan menekankan pentingnya komunikasi strategis dalam mengelola dinamika pemangku kepentingan yang rumit secara efektif, mendorong kerja sama tim, dan memfasilitasi transformasi organisasi. Penelitian telah menyoroti hambatan komunikasi spesifik yang dihadapi perempuan dalam industri yang didominasi oleh laki-laki. Tantangan-tantangan ini termasuk mengatasi bias gender dan membangun kredibilitas. Studi kasus kualitatif ini menggunakan wawancara mendalam dengan sampel purposif dua manajer perempuan di PT LAZ Coal Indonesia, yang mencakup supervisor tingkat menengah hingga eksekutif senior. Wawancara menggali strategi komunikasi, pendekatan kepemimpinan, dan pengalaman para partisipan dalam menavigasi budaya organisasi. Selain itu, para peneliti mengamati para manajer perempuan di lingkungan kerja mereka dan menganalisis dokumen perusahaan untuk melakukan referensi silang terhadap data. Penelitian ini menemukan bahwa

para manajer perempuan di PT LAZ Coal Indonesia telah mengasah berbagai kemampuan manajerial yang berfokus pada komunikasi, seperti mendengarkan dengan penuh perhatian, penyelesaian masalah dengan penuh kasih, dan pemanfaatan taktis dari jalur komunikasi formal dan informal. Keterampilan ini telah memungkinkan mereka untuk membangun kepercayaan dengan tim mereka, menangani hubungan dengan pemangku kepentingan secara efisien, dan membawa perubahan organisasi. Namun demikian, para perempuan tersebut menghadapi berbagai kendala, termasuk tugas untuk bermanuver melalui bias berbasis gender dan keharusan untuk menyesuaikan gaya komunikasi mereka agar sesuai dengan budaya organisasi yang didominasi oleh laki-laki. Studi ini menawarkan wawasan berharga tentang keterampilan manajerial berbasis komunikasi para pemimpin perempuan di industri pertambangan batu bara, yang menunjukkan kemahiran mereka dalam menavigasi dinamika organisasi yang rumit dan mengembangkan lingkungan kerja yang kolaboratif. Temuan ini berpotensi membentuk program pelatihan dan bimbingan bagi perempuan yang bercita-cita menjadi pemimpin. Selain itu, temuan ini juga dapat menambah pengetahuan kita mengenai strategi komunikasi berdasarkan gender dalam industri yang didominasi oleh laki-laki.

Kata Kunci: Komunikasi Manajerial, Komunikasi Strategis, Manajer Perempuan.

INTRODUCTION

Effective communication is an essential skill for managers, allowing them to effectively coordinate teams, make informed decisions, and ultimately achieve organizational success [1], [2], [3], [4], [5], [6], [7]. The objective of this case study is to analyse the frequently disregarded distinct experiences and obstacles encountered by women in leadership positions, especially in industries dominated by men, such as the coal sector. This case study explores the communication practices and strategies employed by female managers at PT LAZ Coal Indonesia.

In the coal industry, men have historically held the majority of positions, making it challenging for women in managerial roles to communicate effectively [8]. They often face obstacles like gender stereotypes, a scarcity of role models, and resistance to their authority [9], [10], [11], [12]. Gaining insight into how female managers navigate these challenges and utilize their communication skills can offer valuable knowledge for organizations aiming to promote more inclusive and effective leadership [13], [14], [15], [16].

Understanding the intricacies of organizational communication is especially important for women in managerial positions, as they face the

challenges of power dynamics, societal expectations, and interpersonal connections [17], [18], [19]. Studies indicate that women working in industries dominated by men frequently encounter extra obstacles when it comes to effective communication [20], [21], [22], [23], [24]. These challenges include being seen as less authoritative and having their ideas disregarded [25], [26], [27], [28]. This can weaken their capacity to shape decision-making, facilitate team collaboration, and foster organizational transformation [29], [30].

Simultaneously, female managers can contribute distinct communication strengths to the team, including a collaborative leadership approach, empathy, and the skill to foster inclusive work environments [31], [32]. Utilizing these strengths can be essential for women aiming to establish their credibility and authority in organizations that are predominantly male.

Studies indicate that women working in industries dominated by men frequently encounter extra challenges when it comes to effective communication in the workplace [32], [33]. They might face challenges in being taken seriously or having their ideas acknowledged due to existing gender norms and power dynamics within the organization. This can significantly hinder their organization exert influence over decision-making,

effectively coordinate teams, and successfully drive organizational change.

Simultaneously, female managers can offer distinct communication strengths, including a leadership approach that emphasizes collaboration, empathy, and the creation of inclusive work environments. Utilizing these strengths can be essential for women looking to establish their credibility and authority in organizations that are predominantly male [34].

It is possible for the culture of the organization, its policies, and its power structures to have a substantial impact on the interpersonal communication practices of female managers. Take into mind the fact that firms that promote inclusive and collaborative decision-making have a tendency to fit better with the communication styles of female managers. On the other hand, organizations could present additional challenges if they have hierarchies that are rigid and cultures that are competitive.

When it comes to businesses that are looking to foster more inclusive and effective leadership, gaining a comprehensive grasp of the ways in which female managers interact and the different organizational aspects that influence their communication practices can provide organizations with useful insights. Companies have the ability to cultivate more inclusive and empowering work environments that encourage the success of all leaders if they acknowledge and solve the special challenges that women face when they are in managerial roles and make use of the great communication abilities that women possess.

The review of the relevant literature highlights the necessity of doing research on the dynamics of organizational communication about

women who hold managerial positions. In order to strengthen the accomplishments of women in fields that have traditionally been dominated by males, it creates the framework for further study and practical implementations inside the organization.

Organizations seeking to advance inclusive and effective leadership may benefit from acquiring a more comprehensive comprehension of the communication strategies employed by female managers and the factors that influence their communication practices. The objective of this case study is to analyze the experiences of female managers at PT LAZ Coal Indonesia, a prominent company in the coal industry of the country, in order to make a valuable contribution to the field of research.

METHODOLOGY

The research utilize a case study research methodology, following the guidelines set forth by Robert K Yin[35]. Additionally, it will give businesses practical insights that may be implemented by those organisations for case study research to gather propositions or answers to "how" and "why" questions, which can then be tested using the collected data.

For this study, the researchers choose two women managers as the cases to be examined. The cases chosen based on how they showcase the distinct obstacles ad communication tactics used by women in industries dominated by men. The researchers will conduct in-depth interviews with the selected women managers, as well as gather relevant organizational documents and observations, in order to gain a comprehensive understanding of their communication practices and the factors that influence them.

Following Yin's guidelines, the data that was collected was evaluated utilizing qualitative approaches. For the purpose of identifying patterns and themes in the communication experiences and practices of the women managers, the qualitative analysis will comprise coding and thematic analysis. This will assist in determining the extent to which the communication habits of female managers have an impact on the outcomes of the organization.

The purpose of the researchers is to provide a complete understanding of the specific challenges and communication strategies that women in managing positions face, as well as the organizational influences that affect their communication ways. This will be accomplished through the application of Yin's case study approach. The current body of research on gender and organizational communication will benefit greatly from this in-depth investigation of the experiences of two female managers, which will make a vital contribution to the field. Additionally, it will give businesses with practical insights that may be implemented by those organizations who are working toward the cultivation of leadership that is more inclusive and accomplished [36].

RESULTS AND DISCUSSION

The extensive case studies of the two women managers uncovered a number of valuable findings regarding their communication strategies and the organizational factors that influenced their leadership approach. The communication-centered significance of developing robust interpersonal connections and cultivating a cooperative work atmosphere. They made a deliberate effort to foster an inclusive culture where employees were

encouraged to freely express their ideas and concerns.

An interesting discovery was the strategic use of communication by women managers to influence and inspire their teams. They showed great skill in adapting their communication style to suit various stakeholders, skillfully balancing assertiveness and empathy. Their adaptability enabled them to successfully navigate through male-dominated organizational contexts and earn the trust and respect of their colleagues.

According to the findings of the observation, it was discovered that the teams overseen by female managers exhibited greater levels of job satisfaction and performance in comparison to the benchmarks established by the industry. The communication-centered leadership style that women took had a good impact on the outcomes of the business, which highlights the significance of management practices that are inclusive and collaborative.

An important challenge emphasized in the research is the tendency for women to underestimate their own skills and abilities. As a consequence of this, it has the potential to contribute to improved organizational and blame themselves, thinking "I should already know this," instead of seeking assistance with confidence. This lack of confidence can erode their credibility and authority in the eyes of their teams.

Another common issue is how some individuals may interpret feedback and criticism in a more personal manner. While some individuals may be more inclined to view feedback as an opportunity for growth, others can sometimes interpret it as a personal attack. Managing difficult conversations and staying composed can be

particularly challenging for women leaders due to their sensitivity.

In addition, women frequently encounter challenges when it comes to advocating for better pay, advancements, and access to resources. In high-stakes situations, women often face challenges due to societal expectations that prioritize cooperation over assertiveness. It is absolutely crucial for women aspiring to leadership roles to develop the confidence and communication strategies necessary to advocate for themselves.

It is possible for women in leadership positions to prioritize the development of a robust sense of self-belief and the sharpening of their communication skills in order to convey assertiveness and confidence before they attempt to address these difficulties. Discovering mentors and role models who have successfully coped with these challenges can provide invaluable guidance and support to those who encounter them. In addition, it is essential for organizations to cultivate cultures that are welcoming to women and that encourage them to express their thoughts, contribute their ideas, and be recognized for their accomplishments.

We are able to assist women in leadership positions in reaching their full potential and cultivating management teams that are more diverse and efficient if we acknowledge and address the communication issues that they frequently face. As a consequence of this, it has the potential to contribute to improved organizational performance as well as a more equitable working environment for all employees.

This research has shed light on notable distinctions in the communication styles and strengths of female managers in comparison to their male counterparts.

Compassionate Perspective: Women managers often display a greater sense of empathy and understanding towards the emotional well-being of their team members. They frequently prioritize the development of strong interpersonal connections and the cultivation of a collaborative work environment.

Thorough Communication: Women leaders tend to be more meticulous and comprehensive in their communication, making sure to give precise instructions and ensure that everyone is aligned. This can result in increased levels of team engagement and productivity.

Regular Check-ins: Women managers tend to prioritize scheduling frequent one-on-one check-ins with their team members. This enables them to remain connected, address any concerns, and offer personalized feedback.

Encouraging Inclusive Decision-making: Women leaders frequently engage their teams in the decision-making process, actively seeking input and fostering an environment where everyone is encouraged to contribute. This can result in solutions that are more comprehensive and efficient.

It is the "Women's Management Model" that underscores the unique characteristics that women bring to leadership roles. Women's inherent propensities for nurturing, communication, and attachment can be advantageous assets in management, according to this model. Take oxytocin, for example. There is an additional advantage to this hormone, which is frequently associated with intimacy and motherhood: it fosters more robust teamwork and collaboration.

It is valuable to note that these communication styles and strengths are significantly influenced by societal and cultural expectations. It can be

challenging for women to be perceived as assertive or authoritative, as these attributes are frequently linked to masculinity.

It is crucial for organizations to actively strive to create inclusive environments that acknowledge and value the unique communication capabilities of female leaders in order to overcome these cultural barriers. Companies can unleash the full potential of their female administrators and foster more effective and collaborative teams by recognizing and leveraging these strengths.

CONCLUSION

In general, the study highlights the unique communication skills that female managers bring to their companies. Increased levels of team engagement and productivity can be attributed to the communication techniques of women leaders, which are often characterized by empathy, attention to detail, and inclusivity. Based on the "Women's Management Model," the natural inclinations of women towards attachment, communication, and nurturing can prove to be valuable strengths in a managerial role.

Women often face societal challenges when trying to assert themselves or take on authoritative roles, as these qualities are sometimes perceived as more "masculine" in nature. It is crucial for organizations to create inclusive environments that recognize and appreciate the unique communication skills of women leaders in order to overcome these challenges. Companies can maximize the potential of their female managers and foster more productive and collaborative teams by recognizing and leveraging their unique strengths.

In spite of the fact that this study offers a valuable analysis of the

communication styles and skills of female managers, additional research is required in order to comprehend the long-term impact that these variations have on the outcomes of organizations. It is possible that future research will investigate the influence that women's communication styles have on the performance of teams, the decisions that are made, and the overall success of organizations. In addition, research can be conducted to investigate the efficacy of various initiatives and programs that businesses can include in order to encourage and empower women in leadership positions. Inclusionary policies, mentoring programs, and leadership development initiatives are some examples of these types of projects. Scholars have the ability to assist firms in maximizing the potential of their diverse workforce and promoting gender equality in the workplace by conducting ongoing study on these significant themes.

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