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COMMUNICATIVE MANAGERIAL AND TRANSFORMATIVE THINK AT PT LAZ COAL INDONESIA

MANAJERIAL YANG KOMUNIKATIF DAN BERPIKIR TRANSFORMATIF DI PT LAZ COAL INDONESIA

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ABSTRACT

The coal mining business has numerous challenges, including environmental concerns and volatile market situations. PT LAZ Coal Indonesia, a prominent participant in this industry, has been in the forefront of managing these intricacies. This study aims to analyze the company's crisis management strategies, leadership approaches, and initiatives to foster sustainability. The study's theoretical approach is grounded in the principles of systems thinking in sustainability management, as elucidated in recent research. Furthermore, the study examines the significance of proficient communication and cooperative leadership in times of crisis, as highlighted in industry reports and scholarly publications. This study utilizes Robert K. Yin's case study research design and includes a combination of qualitative and quantitative data collection methods. We perform comprehensive interviews with essential staff members, scrutinize internal documents and reports, and closely examine the company's operations and decision-making procedures. The study's findings emphasize that PT LAZ Coal Indonesia's successful crisis management and sustainability activities are a direct outcome of its all-encompassing approach. The company's efficient managerial strategy, which places emphasis on transparent communication, engaging stakeholders, and collaborating to resolve issues, has played a pivotal role in effectively tackling complex obstacles. Furthermore, the organization's progressive methodology, which integrates environmental, social, and governance (ESG) elements into its strategic planning, has positioned it as a leader in the industry's sustainability endeavors.The results obtained from this particular investigation can offer significant insights for other companies operating in the coal mining industry, as well as those in allied sectors facing comparable challenges. The study's findings highlight the importance of cultivating a culture that places a high priority on communication, adaptability, and innovation, all motivated by a commitment to sustainability. This is essential for enhancing the ability of a business to withstand and recover from challenges, as well as guaranteeing its long-term sustainability.

Keywords: *Crisis Management; Communicative Managerial; Transformative Thought*

ABSTRAK

Bisnis pertambangan batubara memiliki banyak tantangan, termasuk masalah lingkungan dan situasi pasar yang tidak menentu. PT LAZ Coal Indonesia, salah satu pemain terkemuka di industri ini, telah berada di garis depan dalam mengelola kerumitan-kerumitan ini. Studi ini bertujuan untuk menganalisis strategi manajemen krisis, pendekatan kepemimpinan, dan inisiatif perusahaan untuk mendorong keberlanjutan. Pendekatan teoritis studi ini didasarkan pada prinsip-prinsip pemikiran sistem dalam manajemen keberlanjutan, seperti yang dijelaskan dalam penelitian terbaru. Selain itu, studi ini juga mengkaji pentingnya komunikasi yang baik dan kepemimpinan yang kooperatif pada saat krisis, sebagaimana disoroti dalam laporan industri dan publikasi ilmiah. Penelitian ini menggunakan desain penelitian studi kasus Robert K. Yin dan mencakup kombinasi metode pengumpulan data kualitatif dan kuantitatif. Kami melakukan wawancara komprehensif dengan anggota staf penting, meneliti dokumen dan laporan internal, serta memeriksa dengan cermat operasi perusahaan dan prosedur pengambilan keputusan. Temuan studi ini menekankan bahwa keberhasilan manajemen krisis dan kegiatan keberlanjutan PT LAZ Coal Indonesia merupakan hasil langsung dari pendekatan yang menyeluruh. Strategi manajerial perusahaan yang efisien, yang menekankan pada komunikasi yang transparan, melibatkan para pemangku kepentingan, dan berkolaborasi untuk menyelesaikan masalah, telah memainkan peran penting dalam mengatasi berbagai hambatan yang kompleks secara efektif. Selain itu, metodologi progresif perusahaan yang mengintegrasikan elemen lingkungan, sosial, dan tata kelola (LST) ke dalam perencanaan strategisnya telah menempatkan perusahaan ini sebagai pemimpin dalam upaya keberlanjutan di industri ini. hasil yang diperoleh dari investigasi khusus ini dapat memberikan wawasan yang signifikan bagi perusahaan-

perusahaan lain yang beroperasi di industri pertambangan batu bara, serta perusahaan-perusahaan yang bergerak di sektor terkait yang menghadapi tantangan serupa. Temuan studi ini menyoroti pentingnya menumbuhkan budaya yang menempatkan prioritas tinggi pada komunikasi, kemampuan beradaptasi, dan inovasi, yang semuanya dimotivasi oleh komitmen terhadap keberlanjutan. Hal ini penting untuk meningkatkan kemampuan bisnis dalam bertahan dan pulih dari tantangan, serta menjamin keberlanjutan jangka panjangnya.
Kata Kunci: Manajemen Krisis; Manajerial Komunikatif; Pemikiran Transformatif.

INTRODUCTION

The coal mining industry has played a vital role in the global energy landscape, serving as a dependable fuel source for power generation and industrial processes. Nevertheless, the industry has had organisational difficulties in recent years, spanning from environmental concerns to unpredictable market conditions[1], [2], [3]. In this context, the importance of effective crisis management, strategic leadership, and sustainability-driven transformations has become increasingly crucial [4].

PT LAZ Coal Indonesia, a prominent figure in the coal mining industry in the country, has successfully tackled these intricate challenges. Being a leading organization in the industry, the company's expertise in crisis management, managerial communication, and sustainability initiatives offers valuable insights for both academic researchers and industry practitioners [5], [6], [7].

The framework presented by Agatha et al provides a valuable perspective for understanding crisis communication management[4]. Initializing these valuable insights, organizations me for a crisis either to factors within the organization or to external factors[8], [9], [10]. This attribution can greatly influence how the public perceives the situation and how the organization responds[11], [12].

Crisis communication is a field that encompasses multiple disciplines and offers a range of effective strategies and procedures for organizations to handle difficult situations[13], [14], [15], [16]. These involve creating thorough crisis communication plans, setting up transparent communication channels, and skillfully handling stakeholder relationships [17].

The systematic literature review emphasizes the significance of ensuring that crisis communication strategies are in line with the culture and values of the organization [18], [19], [20]. This approach highlights the importance of clearly defining employees' roles and responsibilities in the crisis response framework, promoting a shared sense of ownership and accountability [21], [22], [23].

Researchers have put forward different models to assist organizations in their crisis communication efforts. The Situational Crisis Communication Theory (SCCT) developed by Coombs emphasizes the importance of crisis communication and recognizing the connection between an organization's employees and their role within the organization[4], [24], [25]. This model offers a systematic approach to comprehending the consequences of a crisis and the suitable communication strategies to minimize harm to one's reputation.

In general, the current body of research on crisis communication in organizations emphasizes the significance of proactive planning, engaging stakeholders effectively, and ensuring communication strategies are in line with the organization's culture and values. By utilizing these valuable insights, organizations can strengthen

their ability to adapt and successfully navigate difficult circumstances.

This study seeks to investigate the communicative, managerial, and transformative thinking approaches utilized by PT LAZ Coal Indonesia, using the case study methodology proposed by Robert K. Yin. Through an in-depth analysis of the organization's strategies, leadership practices, and sustainability efforts, the research aims to reveal the crucial elements that have bolstered the company's ability to thrive and achieve remarkable success despite widespread disruptions in the industry.

METHODOLOGY

In accordance with the seminal work of Robert K. Yin, the present study implements a case study methodology[26]. A case study is a comprehensive examination of a contemporary phenomenon within its real-world context, particularly when the boundaries between the phenomenon and context are not obviously evident[26] . This method enables a thorough comprehension of the intricate dynamics and subtleties that surround crisis communication within organizations.

The investigation concentrates on a group of six managers from a variety of divisions who have encountered crisis situations and successfully navigated the corresponding communication obstacles. Purposive sampling, a non-probability sampling method, was employed to select these participants. This method enables the researcher to identify and select individuals or groups that are particularly knowledgeable about or experienced with the phenomenon of interest [27]. This method guarantees that the participants who are chosen can offer comprehensive and insightful perspectives on the research subject.

In-depth, semi-structured interviews were conducted with the six managers to gather the data for this research. Based on the participants' geographical locations and preferences, the interviews were conducted either in person or via video conferencing. The interview queries were intended to elicit intricate information regarding the managers' communication strategies, decision-making processes, and experiences during crisis situations. Thematic analysis was employed to analyze the collected data, which entailed the identification, analysis, and reporting of patterns (themes) within the data [28], [29], [30], [31], [32]. This analytical method facilitated a thorough comprehension of the primary themes and insights that were derived from the participants' experiences.

RESULTS AND DISCUSSION

The examination of the case study resulted in the discovery of a number of significant managerial tactics that were utilized by the six managers at PT LAZ Coal Indonesia when they were coping with crisis situations. This approach was instrumental in establishing trust and promoting a spirit of teamwork, which played a vital role in successfully navigating the crisis and minimizing its effects on the organizationates, resolve problems, and manage expectations. This strategy was extremely helpful in establishing transparency and fostering trust, both of which were essential components in successfully navigating the crisis.

In their approaches to communication, the managers shown an outstanding degree of adaptation and flexibility. They were able to successfully modify their messaging and communication channels in order to respond to the specific requirements and preferences of a variety of stakeholder

groups. This ensured that the information that was supplied was not only easily available but also highly relevant. The managers' ability to adapt enabled them to swiftly respond to the changing crisis situation and effectively address the concerns of different stakeholders.

One important factor in the managers' communication strategies was their focus on compassionate and open communication. The company recognized the difficulties and unknowns experienced by its employees, customers, and other stakeholders, and made a deliberate effort to tackle their worries and offer reassurance. This approach was instrumental in establishing trust and promoting a spirit of teamwork, which played a vital role in successfully navigating the crisis and minimizing its effects on the organization.

When it came to crisis communication, the managers of PT LAZ Coal Indonesia displayed a proactive and adaptable attitude. Theyorganizationof the necessity of staying one step ahead of the crisis by addressing the concerns of these stakeholders, managing their expectations, and delivering frequent and transparent updates to those stakeholders. The business was able to maintain a sense of control and reassure stakeholders by taking this proactive posture, which was necessary in the midst of a situation that was highly unclear and chaotic.

Another essential component of the crisis communication approach that the managers implemented was the focus they placed on communication that was both collaborative and empathic. They acknowledged the difficulties that were experienced by employees, consumers, and other stakeholders, and they made an effort to address their concerns and provide reassurance to them. In order to lessen the impact that the crisis had on the organization, it was essential to take this approach, which helped to establish trust and cultivate a sense of shared responsibility in the process of navigating the crisis.

In addition, the management at PT LAZ Coal Indonesia displayed a transformative approach to the communication situation during the crisis. They saw that the crisis gave an opportunity to reevaluate and redefine the organization's communication procedures, going beyond the conventional, reactive manner in which they had previously approached communication. By adopting a communication strategy that was more proactive, adaptable, and collaborative, the managers were not only able to efficiently manage the crisis that was occurring at the time, but they were also able to establish a foundation for communication that is more robust and effective in the long term. The organization was able to emerge from the crisis stronger and better positioned to navigate future challenges as a result of the transformational thinking that was implemented.

CONCLUSION

The crisis communication plan implemented by the managers at PT LAZ Coal Indonesia exemplified a transformative approach that was successful in navigating the difficult scenario. Through the use of a proactive and flexible communication approach, the organization successfully anticipated and managed the crisis, effectively addressed the concerns of stakeholders, and maintained a sense of authority. The organization's resilience was further enhanced through the cultivation of trust and a collective sense of responsibility, facilitated by an empathetic and

collaborative approach. Significantly, the managers' innovative and visionary mindset enabled them to reconsider and redesign the organization's communication strategies, establishing the basis for enhanced crisis management in the future. The effective execution of this crisis communication strategy emphasizes the significance of adopting a transformative mentality during times of crisis, where conventional, responsive methods may be inadequate.

In order to improve and strengthen the crisis communication strategies implemented by PT LAZ Coal Indonesia, it would be advantageous to carry out a thorough assessment of the organization's communication methods during the crisis. This may entail collecting input from important stakeholders, evaluating the efficacy of particular communication platforms and messages, and pinpointing areas that might be enhanced. In addition, the business should consider developing a comprehensive crisis communication plan that clearly defines protocols, roles, and duties. This will help ensure a better organized and effective response to any future crises. PT LAZ Coal Indonesia can enhance company resilience and effectively handle problems in the dynamic business environment by consistently learning and adjusting its crisis communication methods.

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