

***IMPROVING MECHANICAL EMPLOYEES' PERFORMANCE THROUGH
EFFECTIVE TRAINER COMMUNICATION MANAGEMENT: A CASE STUDY
ON PT LAZ COAL MANDIRI COMPANY***

**PENINGKATAN KINERJA KARYAWAN MEKANIK MELALUI
MANAJEMEN KOMUNIKASI PELATIH YANG EFEKTIF: STUDI KASUS
PADA PERUSAHAAN PT LAZ COAL MANDIRI**

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ABSTRACT

This study will examine how training communication management can improve the performance of mechanical employees at PT Laz Coal Mandiri. The approach used is a case study that highlights the use of qualitative data collection, involving in-depth interviews and observations of participants. According to research findings, effective management of coach communication is a key factor in improving the performance of machine employees. This discovery will assist the company in improving training methods. The practical implication of this study is that companies should invest time and resources in coaching training to improve their interpersonal communication skills. Overall, this study supports the importance of proper communication management in employee training to better achieve operational and business goals. Research results found that effective communication management by coaches is important to better understand their tasks and improve their technical skills. The good communication skills of coaches have been shown not only to improve employees' understanding and technical skills but also to increase their motivation and commitment to work.

Keywords: *Communication Management, Trainer, Employee Performance, PT Laz Coal Mandiri.*

ABSTRAK

Penelitian ini akan melihat bagaimana manajemen komunikasi pelatihan dapat meningkatkan kinerja karyawan mekanik di PT Laz Coal Mandiri. Pendekatan yang digunakan adalah studi kasus yang menyoroti penggunaan pengumpulan data kualitatif, yang melibatkan wawancara mendalam dan observasi terhadap partisipan. Menurut temuan penelitian, manajemen komunikasi pelatih yang efektif merupakan faktor kunci dalam meningkatkan kinerja karyawan mesin. Penemuan ini akan membantu perusahaan dalam meningkatkan metode pelatihan. Implikasi praktis dari penelitian ini adalah bahwa perusahaan harus menginvestasikan waktu dan sumber daya dalam pelatihan pelatih untuk meningkatkan keterampilan komunikasi interpersonal mereka. Secara keseluruhan, penelitian ini mendukung pentingnya manajemen komunikasi yang tepat dalam pelatihan karyawan untuk mencapai tujuan operasional dan bisnis dengan lebih baik. Hasil penelitian menemukan bahwa manajemen komunikasi yang efektif oleh para pelatih penting untuk lebih memahami tugas-tugas mereka dan meningkatkan keterampilan teknis mereka. Kemampuan komunikasi yang baik dari para pelatih telah terbukti tidak hanya meningkatkan pemahaman dan keterampilan teknis karyawan, tetapi juga meningkatkan motivasi dan komitmen mereka untuk bekerja.

Kata kunci: Manajemen Komunikasi, Pelatih, Kinerja Karyawan, PT Laz Coal Mandiri

INTRODUCTION

As business competition and industry dynamics increase, companies in various industries must balance resources and output to achieve optimal results. One of the most important resources of the Company is employees (Human Resources), which is the backbone of the Company's day-to-day operations. The productivity and

efficiency of companies in industries such as mining are directly affected by the performance of technical employees, especially mechanics. PT Laz Coal Mandiri's engineering training and skills development are closely related to the coach's communication management. Mechanics must have expertise not only in the technical aspects of devices and machines but also teamwork, problem-

solving skills, and communication skills to solve problems effectively.

Human resource management (HR) is a key element in improving employee productivity and performance in various industries. An important aspect of human resource management is the development of employees through an effective communication approach. In an industrial environment such as PT Laz Coal Mandiri, machine workers play an important role in keeping heavy machines operational and reliable and maintaining their proficiency and efficiency. The process of planning, organizing, and directing with the consent of members and other organizational resources to achieve defined organizational goals is known as management terms (Penulis et al., n.d.).

The mining industry represented by PT Laz Coal Mandiri is a sector that relies heavily on the availability and reliability of machinery and equipment. Mechanics play an important role in ensuring that the machine functions optimally, supports smooth production processes, and reduces the risk of downtime that can negatively affect the company's finances. The biggest challenge for mining companies is to effectively manage their human resources, especially ensuring that engineering employees have the latest skills and knowledge necessary to work with advanced technologies and equipment. To improve the efficiency of human resource management in mining companies, it is necessary to develop the professional abilities of employees and ensure the development of human resources in the industry (Petrova et al., 2020).

In addition, the leadership quality aspect has a positive effect on employee performance through human resource management, with collaboration, involvement, execution, recognition, and

teamwork playing a mediating role (Siraj et al., 2022). Communication leadership and management are also important to maintain employee motivation and involvement in harsh and demanding work environments.

Effective communication and a good working environment have a significant positive effect on employee performance (Petrova et al., 2020). A skilled manager's ability to articulate company goals, instill new abilities, foster positive attitudes, and listen attentively to employees contributes to the formation of a relationship of mutual trust. This increases employees' commitment to employment and increases overall job satisfaction. Those who work hard and achieve team goals and organizational goals are motivated by a manager's communication skills, which also foster encouraging trust and behavior (Feliciana Machado et al., 2021). Because the leader has confidence that the subordinate will do his job effectively, and because the supervisor's trust in the task given to them makes subordination feel more important to the organization. The formation of trust is achieved through common means within the organization (Pertiwi Hele et al., 2018).

The main purpose of this study is to find out the extent of the coach's communication management contribution to the improvement of mechanical workers' performance at PT Laz Coal Mandiri. In addition, the emphasis in this study was on the impact of coaching communication, which allowed machine workers to understand and utilize new skills effectively while increasing organizational productivity.

RESEARCH METHODS

Case study methods are the main tools used to conduct qualitative research in this study. The qualitative approach

was chosen because it allows researchers to examine in-depth complex phenomena, namely the impact of effective communication management carried out by coaches on the performance of mechanical employees at PT Laz Coal Mandiri. It is called a qualitative method because the data collected and analyzed is more qualitative (Sugiyono, 2019).

The case study approach was chosen because it allows an in-depth understanding of the organization's specific context and dynamics of the relationship between the trainer and the employee. This study involved 15 mechanical employees from various departments and operational departments of PT Laz Coal Mandiri. The selection will be based on the criteria for professional experience and participation in company-sponsored training programs. In addition, several coaches and managers involved in employee development were interviewed for additional insight. In addition, researchers also use a descriptive-analytical approach to determine the relationship between employee compensation, motivation, and employee performance.

Data was collected using a variety of research methods, including in-depth interviews with mechanical employees, coaches, and managers to gain their perspectives on communication management, training experience, and performance perception before and after training. Field Observation: Researchers spend time at the company location and directly observe coach-employee interactions and work dynamics in the mining environment.

Library Overview

A. Employee Performance

Miner (1988) defines performance as the level of needs or expectations each

person has concerning his or her work. Mangkunegara (Mangkunegara, 2015) defines performance as the quality and quantity of work that can be produced in completing the tasks assigned to them. Meanwhile, in the Performance Accountability System of Government Agencies, the Financial and Development Supervisory Agency (BPKP, 2000), The Development Research Team interprets performance as the level of performance in the implementation of activities/programs/policy to achieve its objectives, this is defined as a description. The goals, missions, and visions of the organization are determined when formulating a strategic plan. Performance assessment measures evaluate and affect possible characteristics related to work, behavior, results, and employee absence rates to determine the level of productivity and effectiveness of employees performing their job giving.

Determine future work in a way that benefits employees, organizations, and society. Simply put, performance assessment is a process in which an organization can assess or evaluate the work performance of employees (Handoko, 2008). Mangkunegara (*Manajemen Sumber Daya Manusia Perusahaan / A.A. Anwar Prabu Mangkunegara. | OPAC Perpustakaan Nasional RI., n.d.*) explains that the factors that can affect performance achievement are capability factors consisting of potential capabilities (IQ) and actual capabilities (knowledge and skills). In addition, there are also motivational factors that can affect an employee's attitude toward the workplace situation. For this reason, many factors can affect an employee's performance level, including internal factors such as intellectual ability, job discipline, job satisfaction, employee

motivation, and external factors (Hakim Rudi Fanani Jurnal Dinamika Ekonomi, n.d.). Efficient internal communication in business is essential in reducing the adverse consequences of group thinking (Littlejohn, 2012) in (Paojan et al., 2024). Performance measurements are ongoing program monitoring and reporting that must be completed to achieve a defined goal. Performance measured can be focused on the type or level of programs implemented (processes), products or services produced directly (outputs), or the results or effects of a company's products or services (outcomes) (Hartati, 2022).

B. Compensation

According to Dessler (2007) (Molan, 1997) pada (Hakim Rudi Fanani Jurnal Dinamika Ekonomi, n.d.), Employee compensation refers to any form of payment or reward given to employees and resulting from their work. This compensation consists of three components:

- a. Direct financial payments such as salaries, wages, bonuses, incentives, and commissions.
- b. Indirect payments are payments in the form of allowances, such as health insurance, work leave, family allowances, recreation programs, pensions, savings and loan associations, transportation, etc.
- c. Unmeasured rewards, such as highly flexible working hours and demanding tasks, and office facilities that are considered appropriate.

C. Motivation

Menurut Wahjounijo (1984), Motivation is a psychological process that reflects the interaction between attitudes, perceptions, needs, and decisions that may occur within an individual, called intrinsic and extrinsic. Vroom (Gisbon, 1984) defines

motivation as a decision-making process for a choice among several alternatives to a volunteer activity.

Communication Management

In communication management there are five most important management activities for corporate communication: (1) Intuition of audience reactions, the choice of language used in organizations. (2) Identification. (3) form an organizational typology (4) diagnosis and (5) effectiveness of communication using two-way communication (Mihai, 2017).

RESULTS AND DISCUSSION

To explore the impact of trainer communication management on the performance of mechanical employees at PT Laz Coal Mandiri, this study collected data through in-depth interviews with mechanical employees, coaches, and managers, as well as direct observation in the mining work environment.

Communication management is a crucial aspect for the Trainer (Trainer). Mechanical employees consistently report that effective communication management by coaches is important to better understand their duties and improve their technical skills. Clear, open communication helps you to better address technical challenges.

Impact on Performance: Mechanical employees who are well-trained in communication management tend to be more confident in their work. In addition, they admitted that they experienced improved performance and expertise in managing their tasks. As quoted from (Purwani Setyaningrum & Retno Purwani Setyaningrum Fitri Rezeki, 2022), that training has a positive impact on employees' performance and confidence, which

ultimately leads to improved performance.

Positive Perception of Training:
 In general, mechanical employees regard the training they receive as a plus for their career development. Most employees consider training to be important to acquire better skills and utilize them for learning, information sharing, and professional development (Beqiri & Mazreku, 2020). They appreciate the company's efforts to ensure that training not only focuses on technical aspects but also pays attention to interpersonal and managerial abilities.

Challenges in Communication:
 Nevertheless, some employees also identify challenges in communication with trainers, especially when there are differences in the style of communication or language used. Challenges in communication between staff (employees) and coaches include differences in language, context, and communication styles that require recognition to clarify intended meaning (Phumpho & Nomnian, 2019).

This shows how important it is for the coach to continue his training to improve his communication skills.

Table 1. Aspects and Findings of Research

Aspect	Findings
Employees Performance	The effectiveness of communication management in training improves the performance of mechanical employees, especially by increasing their efficiency and confidence when performing tasks.
Compensation	Mechanics who receive adequate training and feel

	valued are more likely to achieve their job objectives.
Motivation	By emphasizing communication and self-development, training can motivate mechanical employees to engage in ongoing learning and development.

DISCUSSION

Effective communication management by coaches is a key factor in this study because it affects the performance, appreciation, and motivation of mechanical employees at PT Laz Coal Mandiri. Below is a more detailed analysis of how communication management impacts these three aspects:

Employees Performance

Effective communication management helps improve the performance of mechanical employees in several ways :

1. Understanding clear tasks: coaches who can provide clear instructions and facilitate productive discussions can help employees better understand their tasks. This reduces confusion and misunderstandings that can affect performance.
2. This individual's performance can be achieved if supported by personal attributes, work effort, and organizational support ((Mangkunegara, 2015): 15). Hersey, Blanchard, dan Johnson (in (Wibowo, 2013): 102) The seven indicators that can affect individual performance in an organization include Providing Constructive Feedback: Open and

continuous communication between coaches and employees allows feedback that helps employees continue to improve their performance. Constructively provided feedback can improve employees' ability to perform technical tasks more effectively.

3. **Promoting Collaboration and Engagement:** Effective communication also promotes collaboration between teams and employee participation in the learning and problem-solving process. Effective communication and collaboration, including teamwork and collaborative problem-solving, help achieve learning outcomes and create a more effective learning environment (Baskoro et al., 2023). Employees who feel listened to and appreciated are likely to be willing to contribute to achieving common goals.

Compensation

Good communication management also directly affects employees' perception of the company's compensation system. Good communication management also has a direct impact on employees' perception of the company's compensation system (Situmorang, 2023). :

1. **Transparency in explaining compensation policies:** Employees can gain confidence in the compensation process by trusting their employees to coaches who provide clear and transparent explanations of company policies. Employees will feel that the compensation they receive is commensurate with their contributions.
2. **Understanding Value and Contribution:** Effective communication also helps to

communicate to employees how their value and contribution are valued by the company through compensation. This not only affects their motivation to work harder but also their dedication to the company.

Motivation

The effectiveness of communication within an organization is critical to motivating employees and creating a mutually beneficial environment that supports the achievement of corporate goals (Kováčová & Drahotský, 2022). Proper communication management plays an important role in motivating employees in several ways.

1. **Inspiration and Motivation:** Coaches that can inspire employees by building strong collaborative relationships can help increase employees' work spirit and increase motivation. Communication that strengthens corporate values and shared goals can also help motivate employees to achieve higher levels of performance.
2. **Provide opportunities for personal development:** Open and collaborative coaching communication provides employees with opportunities to participate in personal development training and programs. This provides additional motivation because employees feel supported in their professional development.

By improving effective communication management, PT Laz Coal Mandiri can create a working environment that supports individual growth and overall organizational success.

This means that the positive relationship between performance, reward, and motivation can be optimally realized in the context of the dynamic mining industry.

CONCLUSIONS

This study shows the importance of effective communication management by coaches in improving performance, fair compensation, and motivation of mechanical employees at PT Laz Coal Mandiri. Based on the results outlined, it can be concluded that: Communication management plays an important role: Clear, open, and continuous communication between coaches and machine employees, has a significant positive impact on overall task understanding, skill development, and performance.

1. Link to Compensation: Effective communication efforts also affect employees' perception of the compensation system.
2. Transparent explanations and a better understanding of the contributions that companies value can increase employee motivation and loyalty.
3. Improving motivation through learning: Training supported by good communication management not only improves technical skills but also stimulates employees' intrinsic motivation to learn and improve work.

According to this study, effective management of coach communication is found to be a significant factor in improving the performance of mechanical employees at PT Laz Coal Mandiri. The good communication skills of coaches have been shown not only to improve employees' understanding and technical skills but also to increase their motivation and commitment to work. Factors such as fair compensation and internal motivation also play an important role in creating a productive and motivating working environment.

Overall, this study highlights the importance of effective communication management as a key element of human resource management strategies to improve employee performance,

especially in industrial environments such as PT Laz Coal Mandiri. Practical recommendations include improved training for coaches on communication skills, better assessment and adjustment of reward systems according to employee performance, and the creation of a working environment that supports team motivation and collaboration.

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