***IMPRESSION COMMUNICATION MANAGEMENT ON ORGANIZATIONAL COMMUNICATION: LAZ COAL CASE STUDY***

**MANAJEMEN KOMUNIKASI IMPRESI PADA KOMUNIKASI ORGANISASI: STUDI KASUS LAZ COAL**

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***ABSTRACT***

*This case study delves into the significance of impression communication management in influencing organizational communication at LAZ Coal, a prominent coal mining company. The findings provide valuable insights for scholars and practitioners in the fields of organizationalhis research explores the impact of strategic impression communication on stakeholder perceptions, information sharing, and the overall communication environment within an organization. The extensive body of research on impression management emphasizes its importance in projecting a positive organizational image and effectively managing stakeholder perceptions. In the same vein, studies on organizational communication highlight its crucial importance in promoting the sharing of information, teamwork, and the establishment of a unified organizational culture. This case study seeks to combine these two areas to explore how impression communication management and organizational communication interact with each other. This research utilizes a qualitative, multi-method design, following the case study approach proposed by RK Yin. We collected data by conducting in-depth interviews with key personnel, analyzing internal communications documents, and observing organizational interactions. The case study approach provided a thorough understanding of the phenomenon within the LAZ Coal setting, taking into account the context and various factors involved. The findings highlight how LAZ Coal's strategic approach to communication has had a significant impact on both internal and external dynamics. This includes their consistent messaging, selective information dissemination, and effective use of communication channels. As a result, employee engagement, stakeholder perceptions, and the overall communicative culture within the company have been significantly influenced. The case study highlights the significance of incorporating impression communication management into the overall organizational communication strategy. By acknowledging the interdependence of these two areas, LAZ Coal and similar organizations can improve their capacity to present a positive image, promote open information exchange, and foster a cooperative and effective communication environment. The findings provide valuable insights for scholars and practitioners in the fields of organizational communication and strategic management.*

***Keywords****: Communication Management; Impression Management; Organisational Communication*

**ABSTRAK**

Studi kasus ini menggali pentingnya manajemen komunikasi impresi dalam mempengaruhi komunikasi organisasi di LAZ Coal, sebuah perusahaan pertambangan batubara terkemuka. Temuan ini memberikan wawasan yang berharga bagi para akademisi dan praktisi di bidang organisasi. Penelitian ini mengeksplorasi dampak komunikasi impresi strategis terhadap persepsi pemangku kepentingan, pembagian informasi, dan lingkungan komunikasi secara keseluruhan dalam sebuah organisasi. Banyaknya penelitian mengenai manajemen kesan menekankan pentingnya manajemen kesan dalam memproyeksikan citra organisasi yang positif dan secara efektif mengelola persepsi pemangku kepentingan. Dengan nada yang sama, penelitian mengenai komunikasi organisasi menyoroti pentingnya komunikasi organisasi dalam mempromosikan pembagian informasi, kerja sama tim, dan pembentukan budaya organisasi yang terpadu. Studi kasus ini berusaha menggabungkan kedua bidang ini untuk mengeksplorasi bagaimana manajemen komunikasi impresi dan komunikasi organisasi berinteraksi satu sama lain. Penelitian ini menggunakan desain kualitatif dengan multi-metode, mengikuti pendekatan studi kasus yang diusulkan oleh RK Yin. Kami mengumpulkan data dengan melakukan wawancara mendalam dengan personil kunci, menganalisis dokumen komunikasi internal, dan mengamati interaksi organisasi. Pendekatan studi kasus memberikan pemahaman yang menyeluruh tentang fenomena dalam lingkungan LAZ Coal, dengan mempertimbangkan konteks dan berbagai faktor yang terlibat. Temuan ini menyoroti bagaimana pendekatan strategis LAZ Coal terhadap komunikasi memiliki dampak yang signifikan terhadap dinamika internal dan eksternal. Hal ini termasuk pesan yang konsisten, penyebaran informasi yang selektif, dan penggunaan saluran komunikasi yang efektif. Hasilnya, keterlibatan karyawan, persepsi pemangku kepentingan, dan budaya komunikatif secara keseluruhan di dalam perusahaan telah dipengaruhi secara signifikan. Studi kasus ini menyoroti pentingnya memasukkan manajemen komunikasi impresi ke dalam strategi komunikasi organisasi secara keseluruhan. Dengan mengakui adanya saling ketergantungan antara kedua bidang ini, LAZ Coal dan organisasi serupa dapat meningkatkan kapasitas mereka untuk menampilkan citra positif, mendorong pertukaran informasi secara terbuka, dan menumbuhkan lingkungan komunikasi yang kooperatif dan efektif. Temuan ini memberikan wawasan yang berharga bagi para akademisi dan praktisi di bidang komunikasi organisasi dan manajemen strategis.

**Kata Kunci**: Manajemen Komunikasi; Manajemen Kesan; Komunikasi Organisasi

**INTRODUCTION**

Good communication is one of the most crucial elements influencing the effectiveness of commercial activities inside a company[1], [2]. This guarantees synchronization of goals, facilitates the smooth flow of information, and strengthens the corporate culture by means of this. In this sector, the ability to correctly present ourselves and manage our communication has become ever more crucial since it influences not only how the general public but also how our staff sees our company[3]. This case study looks at the impact of impression communication management on organizational communication in the framework of well-known coal mining company LAZ Coal. Especially of interest is how these effects show themselves.

The great volume of studies on impression management emphasizes the need of an organization's capacity to appropriately control stakeholder opinions and provide a good image to the public [4], [5]. Scholars have underlined the significance of strategically using communication to shape opinions, establish confidence, and create positive relationships between important people or groups [6]. Conversely, studies on organizational communication highlight the important part it performs in promoting the information flow, encouraging teamwork, and creating a shared organizational identity[7], [8], [9]. This case study aims to combine these two subjects by looking at how

deliberate usage of impression communication could affect the general dynamics and communication environment inside a company.

This study investigates the communication strategies and practices used by LAZ Coal using a qualitative, multi-method case study approach recommended by RK Yin. This study aims to investigate how LAZ Coal uses a range of approaches—including interviews, document analysis, and observational data—in order to better manage communication in order to influence their internal and external stakeholders, share information, and change their general organizational communication environment. For scholars as well as practitioners, the results of this case study provide insightful analysis. These results underline the close link between corporate communication and impression management as well as the manner in which each of these elements either separately or together affect the performance and competitiveness of companies.

The great amount of study on impression management over many years has shown the importance of this factor in deciding the results of companies. Researchers have observed that companies' strategic management of impressions can help them to present a favorable image, build confidence with stakeholders, and finally affect views, behaviors, and strategic decision-making[10], [11], [12]. Other experts have underlined the need of deliberately controlling impressions. Impression management, consists on a range of communicative strategies inside the framework of a company [13], [14], [15], [16]. Among these techniques are selective information sharing, the development of consistent message, and strategic channel utilization.

The exchange of information, promotion of teamwork, and development of a cohesive corporate culture depend critically on the body of research on organizational communication [17]. At once, this is occurring. Effective corporate communication is correlated with higher employee engagement, better decision-making, and alignment of personal goals with those of the company [18], [19]. Regarding driving organizational performance and competitiveness, academics have focused especially on the need of communication competencies. Among these skills are active listening, empathy, and the ability to adapt messages to several stakeholder groups.

Notwithstanding this, the junction of impression management and business communication still gets little attention in the great corpus of research. Little study has been done on how impression communication management affects internal organizational dynamics or the general communicative environment. Although some studies—public relations and marketing, among other fields—have looked at the influence of impression management on external organizational communication—that is, public relations and marketing—there has been little research on the impact of impression management on these dimensions. This case study aims to close this gap by examining how the deliberate use of impression communication might affect the information exchange, stakeholder opinions, and cooperative culture inside the LAZ Coal company.

Communication inside an organization that is both efficient and effective is essential to the success of any business. It makes it easier to share information in an effective manner, it helps to align goals, and it helps to develop a congruent culture inside the organization. Academics have long recognized the enormous worth of corporate communication, highlighting the myriad ways in which it can influence the performance of organizations and their level of competitiveness[20].

Effective organizational communication makes it possible to disseminate information in a timely and accurate manner, so ensuring that all individuals involved, including employees, managers, and external partners, are well-informed and in agreement with the objectives of the organization (Daft & Lengel, 1986; Katz & Kahn, 1978). In order to facilitate well-informed decision-making, effective problem-solving, and the synchronization of operations throughout the organization, the conveyance of information is of the utmost importance.

Additionally, the importance of corporate communication cannot be overstated when it comes to the development of a workforce that is both cooperative and motivated. Through the promotion of open communication, the encouragement of criticism, and the establishment of a culture of openness, organizations have the ability to enhance employee morale, work satisfaction, and dedication to the organization's mission and values [3]. As a consequence of this, it is possible that the company will see increased levels of productivity, innovation, and overall success.

Furthermore, effective organizational communication plays a significant part in the process of bringing individual and organizational goals into harmony. This ensures that employees are aware of their responsibilities and how they contribute to the overall strategic goals of the company. Because of this alignment, employees are able to cultivate a sense of purpose and responsibility, which ultimately strengthens their commitment and loyalty to the success of the firm.

Additionally, the communication inside an organization is an essential component in the process of efficiently managing and adjusting to changes within the organization. By successfully describing the causes, methods, and projected consequences of change projects, organizations may reduce opposition, develop trust, and support the successful execution of strategic transformations . This can help organizations succeed in executing strategic transformations.

Due to the fact that organizational communication is of tremendous significance, it is vital for firms to design and maintain robust communication plans, policies, and practices that are in accordance with their overall strategic goals. The purpose of this case study is to investigate the impact that impression communication management has on the dynamics of internal communication at LAZ Coal, as well as the subsequent impacts that this management has on the overall performance and competitiveness of the business.

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**METHODOLOGY**

The impact of impression communication management on organizational communication within the context of LAZ Coal is the subject of this research study, which employs a qualitative case study approach as proposed by renowned methodologist Robert K.Yin [21] The researchers are able to develop a comprehensive and nuanced understanding of the role of impression communication management in shaping organizationalt-dependent phenomenon of organizational communication and impression management.

The significance of employing a variety of sources of evidence to guarantee the reliability and validity of the research findings is underscored by Yin's case study approach. In accordance with this, the current study implements a multi-method data collection strategy that integrates in-depth interviews, document analysis, and observational data to acquire a thorough comprehension of the communication practices and strategies implemented by LAZ Coal.

The in-depth interviews involve key stakeholders within the organization, including senior executives, middle managers, and frontline employees, to capture diverse perspectives on the role of impression communication management in influencing the organization's internal communication dynamics. The strategic narratives and impression management tactics employed by LAZ Coal are identified through the examination of a variety of organizational artifacts, including internal communications, policy documents, and public relations materials, by the document analysis component. Lastly, the observational data is gathered through on-site visits and attendance at critical organizational events, which offer valuable insights into the actual implementation and impact of impression communication management within the company's daily operations. The study endeavors to enhance the validity of the research findings and cultivate a comprehensive, contextual comprehension of the phenomenon by triangulating these numerous data sources.

The data analysis process adheres to the approach recommended by Yin (2018), which entails a systematic coding and categorization of the collected data to identify emergent themes, patterns, and relationships. The researchers are able to develop a comprehensive and nuanced understanding of the role of impression communication management in shaping organizational communication at LAZ Coal as a result of the constant comparison of findings across the different data sources and the iterative process of data analysis.

**RESULTS AND DISCUSSION**

**Impression Communication Management at LAZ Coal**

The results of the in-depth case study of LAZ Coal show the essential part of impression communication management in forming the internal communication dynamics of the company. Three main aspects of impression communication management at action inside the company are highlighted by the data gathered by means of observations, document study, and interviews.

First, the top leadership team oforganizationaldeliberately used impression management techniques to create a positive public view of the company's social and environmental responsibility projects. This is clear in the well written outside communications, including sustainability reports and press releases stressing the company's dedication to environmentally friendly mining methods and community involvement. Particularly in response to increased public scrutiny and stakeholder concerns about the environmental impact of the coal sector, the interviews with top executives exposed a deliberate effort to actively manage the company's reputation and position LAZ Coal as a responsible corporate citizen.

Second, the results imply that internal communication methods of the company also reflect impression communication management. Frontline workers and middle managers said they felt a great focus on matching team-level and personal communication with the strategic narratives and intended public image of the company. This was shown in the way staff members were urged to present their efforts and accomplishments in a way that strengthened the brand identification and basic principles of the business. The document study also exposed the existence of comprehensive communication policies and training initiatives meant to guarantee a consistent and coherent presentation of LAZ Coal's image and message throughout all organizational levels.

The third crucial aspect of image communication management at LAZ Coal is its impact on the broader organizational communication climate and employee engagement. Emphasizing the need of matching internal and external communication strategies to achieve long-lasting organizational success, the case study of Los Angeles Coal provides insightful analysis of the complex interaction between impression communication management and organizationalge, hence they were reluctant to voice critical comments or concerns during interviews. This might hinder the free flow of knowledge and limit the capacity of the company to identify and address evolving problems right away. Moreover, the emphasis on impression management has sometimes lessened the importance of honest, true communication, which is necessary to build confidence and foster inclusion among staff members.

Ironically, even if LAZ Coal's intentional application of impression communication management has helped to build a positive external image, it has also inadvertently produced an internal communication environment deemed as unduly controlled and devoid of real conversation. This scenario highlights the need of companies striking a careful balance between influencing public opinion and promoting a transparent, open, cooperative culture inside the company. Ignoring this could reduce staff dedication, innovation, and the capacity of the company to weather challenges ahead.

Emphasizing the need of matching internal and external communication strategies to achieve long-lasting organizational success, the case study of Los Angeles Coal provides insightful analysis of the complex interaction between impression communication management and organizational communication.

**Strategic Communication Management and Organizational Relationships**

The results of the LAZ Coal case study highlight the crucial importance of strategic communication management in influencing an organization's internal and external relationships. Consequently, this can enhance the organization's impression of communication management strategies to greatly influence the organization's capacity to develop and sustain important connections with stakeholders.

Externally, LAZ Coal's proactive management of its public image and narrative has allowed the company to successfully address the increased scrutiny and stakeholder concerns around the environmental effects of the coal business. The company has strategically presented its sustainability initiatives and community engagement programs to establish itself as a responsible corporate citizen. This has helped to reduce reputational risks and enhance its credibility with external stakeholders, including regulatory bodies, environmental advocacy groups, and the local community.

Nevertheless, the internal dynamics expose a more intricate depiction. The strategic communication management method employed by LAZ Coal has successfully projected a unified and positive public image. However, it has inadvertently limited open and genuine communication within the firm. The results indicate that the widespread focus on matching individual and team-level communication with the company's desired narratives has somewhat hindered the unrestricted exchange of information and restricted the organization's capacity to participate in authentic dialogue with its employees.

his phenomenon emphasizes the intricate equilibrium that firms must achieve in order to effectively handle their external reputation while also cultivating an internal communication culture that is collaborative, transparent, and built on trust. Neglecting to accomplish this might weaken employee commitment, creativity, and the organization's ability to withstand future obstacles.

The LAZ Coal case highlights the significance of strategic communication management as a vital element of an organization's strategic planning and engagement with stakeholders. Organizations can strengthen their capacity to establish and sustain robust relationships with crucial stakeholders, both internal and external, by harmonizing their internal and external communication strategies. Consequently, this can enhance the organization's overall competitiveness, adaptability, and long-term sustainability in a swiftly evolving business environment.

The findings from the LAZ Coal case study shed light on the complex connection between strategic communication management and the internal dynamics of the organization. Although the senior leadership has been quite successful in shaping a positive public image, the effect on internal communication within the organization has been more nuanced.

here is a strong expectation for employees to align their communication with the company's desired narratives and brand identity, which has been influenced by the emphasis on impression management. There is a noticeable absence of open dialogue and genuine exchange of information, as frontline employees have expressed reluctance to share critical feedback or concerns that may contradict the organization's public image.

This situation highlights the possible drawbacks of being too inflexible or controlling in strategic communication management. Although the strategic framing of the organization's messaging and initiatives may be successful in shaping external perceptions, it can unintentionally harm the internal communication climate, erode trust, and hinder the flow of valuable information that could otherwise contribute to the organization's decision-making and problem-solving processes.

In order to find a middle ground, LAZ Coal should consider embracing a more thoughtful and inclusive approach to strategic communication management. This approach would acknowledge the significance of cultivating a culture of honest, transparent, and genuine dialogue within the company. This could involve giving employees the opportunity to contribute to the development of the company's communication strategies, fostering an environment where constructive feedback and differing opinions are welcomed, and highlighting the importance of open and honest communication to build trust and strengthen the organization.

LAZ Coal can enhance its capacity to foster and sustain robust connections with a wide array of stakeholders, both internal and external, by harmonizing its external and internal communication strategies. As a result, the company can improve its overall competitiveness, adapt to changing industry challenges and societal expectations, and ensure long-term sustainability.

**CONCLUSION**

The case study of LAZ Coal offers valuable insights into the intricate dynamics between strategic communication management and an organization's internal and external relationships. The findings highlight the crucial importance of effective communication in helping an organization adapt to the changing expectations and demands of its various stakeholders, including regulatory bodies, environmental advocacy groups, and employees.

The leadership team at LAZ Coal has effectively utilized impression management tactics to build a positive public image and gain credibility with important external stakeholders. Through strategic framing of its sustainability initiatives and community engagement programs, the organization has successfully managed reputational risks and established itself as a responsible corporate citizen in the coal industry, which faces intense scrutiny.

Nevertheless, the internal dynamics paint a more intricate picture. Although the strategic communication management approach has proven successful in handling the organization's external relationships, it has inadvertently limited open and genuine dialogue within the organization. The prevailing focus on ensuring that individual and team-level communication aligns with the company's desired narratives has occasionally hindered the open exchange of information and restricted the organization's capacity to have authentic, productive discussions with its employees.

This discovery highlights the significance of maintaining a delicate equilibrium between handling the public perception of an organization and fostering a collaborative, transparent, and trust-based communication culture internally. Neglecting to address this issue can have a detrimental impact on employee engagement, innovation, and the organization's ability to adapt to future challenges.

By aligning its external and internal communication strategies, LAZ Coal can strengthen its capacity to foster and sustain robust relationships with a wide variety of stakeholders. As a result, this can help the organization stay competitive, adaptable, and sustainable in a fast-paced business environment.

The lessons derived from the LAZ Coal case study provide valuable insights for organizations in various industries. They emphasize the strategic significance of communication management and the importance of considering the interplay between external and internal communication dynamics. In today's ever-changing and unpredictable business environment, it is essential for organizations to seamlessly incorporate strategic communication management into their overall strategic planning and stakeholder engagement strategy. This integration is vital for ensuring their long-term success and ability to adapt to challenges.

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