

Internal Communication Management: Increasing Employee Involvement And Motivation At PT Laz Coal Mandiri

Manajemen Komunikasi Internal: Meningkatkan Keterlibatan Dan Motivasi Karyawan Di PT Laz Coal Mandiri

Tarisa Alfira Damayanti^{1*}, Redi Panuju², Dhimam Abror³, Harliantara⁴, Nurannafi Farni Syam Maella⁵

Prodi Ilmu Komunikasi, Universitas Dr Soetomo Surabaya^{1,2,3,4,5}

ryanmn73@gmail.com¹, redipanju@unitomo.ac.id², dhimamabr@unitomo.ac.id³,
harliantara@unitomo.ac.id⁴, nurannafi@unitomo.ac.id⁵

*Corresponding Author

ABSTRACT

This research aims to know the role of internal communication management in increasing the participation and motivation of employees at PT Raz Call Mandiri. Using a qualitative approach, data was collected through in-depth employee interviews and internal document analysis. This study shows that effective internal communication management, including the use of digital technology and increased transparency, plays an important role in strengthening employee-management relations. The results of this study also highlight the importance of being sensitive to different organizational cultures in creating an inclusive and supportive working environment. Supportive leadership and communication practices that promote collaboration and innovation have also been identified as important factors in stimulating employee intrinsic motivation. Therefore, this study provides detailed information on how internal communication practices can be optimized to achieve higher engagement, increase motivation, and support the organization's sustainable goal achievement at PT Laz Coal Mandiri providing insight.

Keywords: Internal Communication Management, Employee Involvement, Employee Motivation, PT Laz Coal Mandiri

ABSTRAK

Penelitian ini bertujuan untuk mengetahui peran manajemen komunikasi internal dalam meningkatkan partisipasi dan motivasi karyawan di PT Raz Call Mandiri. Dengan menggunakan pendekatan kualitatif, data dikumpulkan melalui wawancara mendalam dengan karyawan dan analisis dokumen internal. Hasil penelitian menunjukkan bahwa manajemen komunikasi internal yang efektif, termasuk penggunaan teknologi digital dan peningkatan transparansi, berperan penting dalam memperkuat hubungan karyawan-manajemen. Hasil penelitian ini juga menyoroti pentingnya kepekaan terhadap budaya organisasi yang berbeda dalam menciptakan lingkungan kerja yang inklusif dan suportif. Kepemimpinan yang mendukung dan praktik komunikasi yang mendorong kolaborasi dan inovasi juga telah diidentifikasi sebagai faktor penting dalam merangsang motivasi intrinsik karyawan. Oleh karena itu, penelitian ini memberikan informasi rinci tentang bagaimana praktik komunikasi internal dapat dioptimalkan untuk mencapai keterlibatan yang lebih tinggi, meningkatkan motivasi, dan mendukung pencapaian tujuan organisasi yang berkelanjutan di PT Laz Coal Mandiri dengan memberikan wawasan.

Kata Kunci: Manajemen Komunikasi Internal, Keterlibatan Karyawan, Motivasi Karyawan, PT Laz Coal Mandiri.

1. Introduction

Communication has two goals for management: planning and monitoring. Planning is also carried out before carrying out any organizational activities. These activities must be carried

out to achieve the goals set during the planning process. During the planning process, these activities are required to achieve their intended objectives. Planning involves all levels of organization but usually occurs at strategic and tactical decision-making levels. The planning process relies heavily on communication and external estimates. Control is the comparison of actual results with plans established in the planning process (Riinawati & Pd, n.d.).

Effective internal communication practices based on business principles (management philosophy) enable employees to exceed defined expectations and improve organizational performance through collaborative and open-minded communication (Mmutle, 2022). The primary goal of corporate communications management is to increase employee engagement and productivity while ensuring organizational success through practical tasks such as information support, maintenance delivery, and operational efficiency. (Shchetinina et al., 2023).

The rapid movement of information and the large number of communication options have created difficulties in managing internal communication, leading to increased diversity in management challenges. The use of digital platforms, including email, intranet, corporate social media, and online collaboration tools, can facilitate communication across multiple industries, but can also inhibit the exchange of information if not properly managed.

In contrast, globalization leads to a greater degree of complexity due to geographically dispersed teams and cultural diversity in which employees receive and interpret messages. The importance of employee participation is increasingly emphasized in modern management studies. Employee attachment depends not only on employee satisfaction and loyalty to the company but also directly on the productivity and quality of work done.

In previous studies, it was found that internal communication and work discipline had a significant impact on employee performance (Yusuf Alfian Rendra Anggoro et al., n.d.). Therefore, understanding how to manage internal communications to increase this engagement becomes the main focus of organizational management. Communication management can also ensure that relationships between members of an organization or company are maintained at all times. In addition, communication management also has the function of increasing motivation (Riinawati & Pd, n.d.). Managers give instructions to their members to be motivated to do a job well according to company standards. Employment motivation has a significant impact on employee performance and is influenced by factors such as leadership, work environment, training, job characteristics, compensation, career path, and commitment (Nor et al., 2023). Motivation is a type of encouragement that can create a harmonious working environment and is aimed at improving the performance of all employees in an organization by making them work more actively (Lestari & Kasmirudin, 2017). As a company engaged in the mining sector, PT Laz Coal Mandiri faces challenges to ensure that internal communication effectively supports employee productivity and welfare. The purpose of this study is to examine how to improve internal communication management to increase employee involvement and motivation.

2. Research Methods

Through a qualitative approach, this study explores how internal communication management plays an important role in increasing the involvement and motivation of employees at PT Laz Coal Mandiri. This is because the qualitative approach provides an opportunity to explore the perception, experience, and context of complex practices in the organization's internal communications. It is called a qualitative method because the data collected and analyzed is more qualitative (Sugiyono, 2019).

This research methodology aims to find out employees' experiences, perceptions, and interpretations regarding internal communication management at PT Laz Coal Mandiri. This study used a single case study approach on PT Laz Coal Mandiri. Case studies allow researchers

to investigate phenomena in real-world situations, focusing on strategies, implementations, and the effects of internal communication management in companies. This research methodology provides an in-depth understanding of how internal communication management helps increase employee involvement and motivation at PT Laz Coal Mandiri and provides recommendations that can be applied in practice to achieve continuous improvement.

3. Literature Review

Communication Management

Communication management is defined by Lebler and Barker in (Riinawati & Pd, n.d.) as a practice of utilizing management functions to achieve job completion through negotiations between individuals to achieve common goals. Communication management, a two-way process of informing, persuading, and governing others, is a prerequisite for bringing communication theorists and communication practitioners together. Indirect reciprocity, a process of acquiring resources, has implications for strategic communication, reputation management, and corporate social responsibility (Nothhaft & Brockmann, 2023).

Internal Communication

Good internal communication is critical to the success of any company, as it facilitates the implementation of strategic goals and ensures employee involvement and collaboration (Zainal Ilmi et al., 2024). The organization's internal communication management performance is greatly influenced by the role and competence of the communication manager (Ajayi & Mmutle, 2020a). These individuals are responsible for creating and implementing communication policies, procedures, and plans designed to achieve the company's strategic objectives.

Motivasi

Corporate management also plays an important role in increasing member motivation. This motivation motivates members to do a better job. One way to motivate employees is to reward their good performance in the form of rewards, greetings, etc. (Riinawati & Pd, n.d.). Motivation is a combination of internal and external factors, determined by the presence of Interest. Desire and Desire: Aspiration and Prevention.

The existence of intrinsic motivation is due to the needs and desires of employees. Extrinsic motivation, by contrast, describes the influence controlled by the leader and the working environment (Lestari & Kasmirudin, 2017). The motivation for employees' work is also different. Some employees find their work beneficial because they want a lot of money, some find their work beneficial because they want to live a safe life, and others find their work beneficial because they want to be valued highly.

4. Results And Discussion

This study tested the effectiveness of internal communication management practices in increasing the involvement and motivation of employees at PT Laz Coal Mandiri. The following important results were obtained from the analysis of the data:

Table 1. Employee Involvement through internal communication

Message Clarity and Consistency	Employees emphasize the importance of internal communication clearly and consistently. Communicated messages can reduce confusion and increase understanding of corporate goals and direction. Clear and consistent internal
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	<p>communication reduces confusion and improves understanding of the purpose and direction of the Company (Ajayi & Mmutle, 2020b). Internal communication plays an important role in building a company's brand. Its policies include listening to and respecting employees' opinions, remaining responsive, providing feedback, and choosing the right communication channel (Santos et al., 2023)</p>
Transparency and Openness	<p>Transparency in communication plays an important role in building trust between management and employees. Employees also appreciate open communication about important information such as corporate guidance and strategic development. The perception of transparency (disclosure, clarity, and accuracy) uniquely affects the perception of trustworthiness and mediates the relationship between transparency and trustworthiness. Transparent internal communication helps promote problem-focused management, reduce uncertainty, and foster employee-organizational relationships during organizational changes (Santos et al., 2023).</p>
Responsiveness and Interaction	<p>Management's responsiveness to employee feedback and questions increases appreciation and involvement. More open and collaborative dialogue is considered important to enable the exchange of solutions to possible problems. Performance feedback is a key element in handling difficult tasks. Successful feedback increases commitment and compensates for differences in performance motivation. (Slapničar et al., 2022)</p>

Table 2. Motivation on Employees of PT Laz Coal Mandiri

Supportive leadership	<p>Employees recognize the importance of a leadership role in motivation. Collaborative leadership styles, providing clear direction, and helping people overcome challenges are thought to foster intrinsic motivation. Servant leadership encourages innovative service behavior and intrinsic motivation for employees while equating individuals with</p>
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	managers in the role of service managers. (Su et al., 2020)
Recognition and Awards	When management openly recognizes the contribution and achievement of employees, it has a positive impact on motivation. This creates a supportive environment to achieve better results and contribute better. Awards and recognition can increase self-esteem, confidence, and desire to face new challenges and further innovation, leading to improved performance and productivity (Joshi, 2021).
Career development and opportunities	The importance of professional development opportunities and skills improvement are considered motivating factors for employees. Further training and education programs offered by companies are considered professional employee development investments. Effective workplace training is positively correlated with increased motivation as employees view it as an investment in their professional development (Joshi, 2021).

This study also found several important aspects points that affect employee attachment and motivation through the internal communication management of PT Laz Coal Mandiri.

- a) **Use of technology in internal communications.** Basis in formulating and developing mobile applications for more effective internal communication within organizations (Mahmud & Ismail, n.d.). At PT Laz Coal Mandiri, the use of digital platforms such as email, corporate intranet, and corporate social media provides ease of access to information but also poses new challenges in communication management. Employees say that if various sources of information are not properly managed, important and relevant messages can be blurred.
- b) **Influence of globalization and organizational culture.** Globalization and localization interact, and hybrid organizational structures emerge where multinational corporations engage in global standardized activities and provide a competitive edge in the domestic market. (Uslu & Hancioğlu, 2019). Globalization has increased the complexity of internal communication at PT Laz Coal Mandiri due to the presence of geographically dispersed teams and cultural diversity. Employees from different cultural backgrounds may have different ideas about the company's message and value, which may affect employee involvement.
- c) **Innovation and creativity in communication.** Corporate communication promotes innovation, public accountability, and community participation through the promotion of successful practices in both the public and private sectors (Uslu & Hancioğlu, 2019). Employees who feel encouraged to contribute to innovative ideas through internal communication tend to be more involved and motivated. Communication practices that encourage collaboration and open-mindedness at PT Laz Coal Mandiri provide room for innovation and creativity to develop.

Discussion

These results show that effective internal communication management has a significant influence on employee attachment and motivation at PT Laz Coal Mandiri. Clear, consistent, and transparent communication allows employees to feel more connected to the company's goals and make more meaningful contributions.

Management's responsiveness to employees' needs and opinions also strengthens the bond between management and team members. In addition, employee motivation is improved through active support from leaders, recognition of performance, and professional development opportunities. This shows how important it is to create a corporate culture that supports growth, values performance, and encourages employees to work better. A positive workplace culture increases employee motivation, engagement, and growth, reduces employee turnover, and increases overall company success (Sajad Ahmad Bhat & Priyanka Patni, 2023).

The study also highlighted the importance of adaptive internal communication management in addressing contemporary challenges such as globalization and technological development. Companies should use digital communication platforms effectively to enable efficient exchange of information without sacrificing openness and direct interaction between management and employees. Effective implementation of online communication tools (OIC(Online Internal Communication)) enables companies to operate more efficiently and successfully in a changing business environment (Waititu, 2020).

Several points of discussion related to important aspects that affect employee attachment and motivation through internal communication management of PT Laz Coal Mandiri.

- 1) **Use of technology in internal communications.** Technology has become an integral part of internal communication in many organizations, including PT Laz Coal Mandiri. The importance of effectively managing digital information streams is the key to ensuring that communication remains clear, consistent, and timely. Companies should consider using online collaboration tools that facilitate discussion and coordination between teams without sacrificing authenticity and depth of human interaction. Communication technology simplifies and secures business leaders and employees while working online while providing the tools needed to operate in the virtual world (Cakula & Pratt, 2021).
- 2) **Influence of globalization and organizational culture.** Internal communication management should pay attention to cultural diversity and develop an integrated and adaptive communication strategy. Cross-cultural communication management improves internal performance by fostering an in-depth understanding of different communication styles (Choirunnisa et al., n.d.). Respecting and understanding the cultural values of different team members strengthens organizational ties and increases overall employee involvement. Companies can consider cross-cultural training and improve cross-cultural understanding as part of their communication management strategy.
- 3) **Innovation and creativity in communication.** Internal communication management acts as a catalyst for innovation in the workplace by creating an environment that supports the exploration of new ideas and creative solutions. Innovation communication as an integrative management skill acts as a catalyst for innovation and contributes to the value of the Company (Pfeffermann, 2013). By fostering cross-functional collaboration and providing a platform for exchanging ideas, companies can take full advantage of their potential human resources, improve efficiency, and create sustainable value.

Through a comprehensive qualitative approach, this study not only identifies key factors that affect the involvement and motivation of PT Laz Coal Mandiri employees through internal communication management but also provides recommendations to improve future communication practices. By considering the wise use of technology, considering different organizational cultures, and encouraging innovation through communication, companies can strengthen relationships with employees and accelerate the achievement of strategic goals.

Conclusions

This study shows that effective internal communication management of PT Laz Coal Mandiri has a significant influence on employee attachment and motivation. The following results can be summarized:

Effective Internal Communication Management: The use of technologies such as email, corporate intranet, and corporate social media plays an important role in facilitating the fast and efficient flow of information between employees. The clarity and consistency of communication messages strengthen understanding of organizational goals.

Transparency and Responsiveness: Transparency in communicating corporate strategic information and policies strengthens employee trust and participation. Responding to employee feedback and questions increases participation in corporate processes.

Impact of Globalization and Cultural Diversity: In the era of globalization, companies need to understand and respect the cultural diversity of their employees. Sensitivity to different cultural values strengthens relationships within an organization.

Encouraging motivation through leadership: Leadership that supports and values employee contributions contributes to employee intrinsic motivation. This allows employees to do their best to achieve common goals.

Focus on innovation and creativity: Growing open-minded collaboration and communication drives innovative ideas. These innovations can create new solutions that increase efficiency and add value for the company.

This study confirmed that good internal communication management not only improves organizational performance but also strengthens the bond between employees and companies. By understanding and implementing effective communication techniques, PT Laz Coal Mandiri can optimize its human resource potential and achieve sustainable competitive advantage.

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