Family Communication Management to Maintain relationships among Employee at LAZ Coal Mandiri

Suntoro[1], Zulaikha[2], Didik Sugeng Wahyudi[3], Nurannafi F.S. Maella[4]*
Universitas dr Soetomo[1,2,3,4]
nurannafi@unitomo.ac.id[4]

*Coresponding Author

ABSTRACT (10pt, Bold)
Strong family ties, especially in professional settings, require open and straightforward communication. This study examines how family communication management affects employee relationships at LAZ Coal Mandiri, a major coal mining firm. Family communication affects professional behavior and relationships, according to research. Strong family communication has been shown to improve job happiness, organizational dedication, and work-life balance. This study followed Robert K. Yin's case study principles. A single-case study was used to understand LAZ Coal Mandiri's family communication management strategies. Twenty supervisors and frontline staff were asked about family communication and how it influences their work relationships.We carefully reviewed corporate records and archives to confirm interview data. This case study shows that family communication management can strengthen employee-employer relations at LAZ Coal Mandiri. Based on qualitative evidence, workers who receive family support and feel comfortable discussing work issues tend to bond with their bosses and coworkers. The case study showed how regular family reunions and honest work-life balancing chats promote success. This case study impacts HR policies and organizational management. LAZ Coal Mandiri may improve employee family communication competency by understanding the importance of family communication in employee-employer relationships. This could include family workshops, therapy, and a work-life-balanced company culture. These activities may improve employee well-being, productivity, and company unity.
Keywords : Family communication; Human Resource Management; Relationship Management

1. Introduction

Human survival depends on family contact, which goes well beyond the boundaries of the house (Orben & Dunbar, 2017; Sheldon & Bryant, 2016; Wood, 1982). People's professional life and the dynamics in their offices can be much influenced by the way they manage relationships inside their homes (Caponetti, 2012; Conway & Monks, 2008; Srimulyani & Hermanto, 2019). In the framework of organizational environments, family communication has lately attracted increasing attention on its influence on employee-employer interactions(Liem, 2018; Netemeyer et al., 2005; Padilla-Walker et al., 2012; Parke & Buriel, 2007).

Employees' conduct, attitudes, and interpersonal skills at the workplace can be much influenced by their contacts with their families (Berger, 2005; Nurrahmi & Putra, 2019; Pahal, 2023; Thayer, 1968). Open and honest communication within families can have a positive impact on job satisfaction, organizational commitment, and work-life balance for employees(Indrasari, Syamsudin, et al., 2018a; Susilo, 2022). On the other hand, when family communication patterns are dysfunctional, it can result in increased stress, conflicts between work and family, and strained relationships with colleagues and supervisors(Nursanti et al., 2021; Suryana et al., 2019).

Recognizing the importance of family communication in influencing employee-employer dynamics is especially vital in industries where the work environment and organizational culture

significantly impact employee welfare and effectiveness (Curcuruto & Griffin, 2023; Ditasari, 2016; Pradhan & Jena, 2017). The coal mining industry offers a distinctive setting to examine the relationship between family communication and workplace dynamics, given its demanding nature and high-pressure work environment. The objective of this study is to examine the practices of family communication management at LAZ Coal Mandiri and how they influence the maintenance of relationships among the company's employees.

2. Literature Review

This study benefits from the existing research on family communication and its effects on employee performance and workplace relationships, which offers valuable and perceptive insight. Researchers have consistently underlined the importance of family communication in shaping personal conduct and interpersonal interactions in the workplace.

Emotional intelligence is a crucial factor in family communication that can greatly impact employee performance. Studies have shown that persons who grow up in circumstances that prioritize honest and supportive communication often acquire higher levels of emotional intelligence. This covers critical abilities including conflict resolution, empathy, and self-awareness (Safitri, 2021; Warokka & Febrilia, 2015) Strong sense of emotional intelligence people have a clear edge in managing the several challenges that could develop in the workplace. They are better able to create harmonic relationships with their superiors and colleagues and can manage the demands and difficulties of their (Canary & Dainton, 2003; Goossens & Marcoen, 1999).

Furthermore suggested by the work-family enrichment theory is the application of the skills and resources acquired from good family communication to the workplace, therefore enhancing job performance and organizational commitment(Indrasari, Syamsudin, et al., 2018b; Indrasari et al., 2019). Studies have indicated that employees who feel comfortable talking about work-related issues and have a strong support system from their families typically have higher job satisfaction, participate in more positive behaviors inside the company, and generally feel well(Indrasari, 2017; Indrasari, Purnomo, et al., 2018).

Conversely, research have also highlighted how poor family communication could sour ties between workers and companies (Waisbord, 2020). Workers who struggle with family communication—that is, with trust problems, conflict avoidance, or emotional suppression—may find it challenging to build good rapport with their colleagues at the office (Muhammad et al., 2018). Increased interpersonal confrontations, less cooperation, and a general sense of detachment among workers and their managers or coworkers can follow from this.

In the coal mining sector, where the working conditions can be physically and emotionally taxing, family contact becomes especially important in preserving employee-employer ties. Employees in this field often face difficult circumstances, long hours, and the likelihood of conflicts between job and personal life. Lack of family contact can aggravate these difficulties(Aguila, 2009; Tigno, 2008). Improving general organizational performance and well-being depends on realizing the need of family communication management techniques in building stronger relationships and enhancing better cooperation among workers in this sector.

Previous studies have also emphasized the negative effects of family conflict on the relationships between employees and employers, potentially leading to higher employee turnover rates. When employees face significant conflict or dysfunction within their families, it can directly impact their behavior, attitudes, and performance in the workplace.

Multiple studies have indicated that when there is conflict within a family, it can result in work-family conflict. This occurs when the pressures and tensions from the family sphere hinder a person's ability to effectively carry out their work(Netemeyer et al., 2005; Oetzel et al., 2003). Work-family conflict can lead to negative outcomes for employees, such as decreased job satisfaction, reduced organizational commitment, and higher levels of emotional exhaustion and burnout (Indrasari, 2017).

The coal mining industry's work environment is already quite demanding. Nevertheless, the situation can be further exacerbated by the presence of family conflict. Individuals who experience difficulty managing their personal and professional lives may find it challenging to cultivate positive relationships with their supervisors and colleagues. These factors have the potential to result in a general sense of detachment in the work environment, reduced collaboration, and increased conflicts among colleagues (Chevalier et al., 2018; Reich et al., 2014; Sánchez-Vergara et al., 2023)

Additionally, the inability to maintain a harmonious work-life balance and the absence of appropriate resolution for family conflicts can significantly contribute to high employee turnover rates. Employees who experience substantial tension due to the demands of their personal and professional lives may wish to investigate alternative employment opportunities that they believe will provide a more appropriate equilibrium between their work and family responsibilities(Chevalier et al., 2018). The overall performance, productivity, and cohesion of an organization are significantly influenced by employee turnover.

Consequently, it is imperative to recognize the significance of family communication in the preservation of robust employee-employer relationships, particularly in industries such as coal mining, where the work environment can exacerbate the effects of family-related challenges. Employers can mitigate the adverse effects of family conflict and cultivate a collaborative and supportive work environment by conducting an analysis of family communication management practices within their organizations.

3. Research Methods

This study adopt a case study research design to investigate the relationship between family communication and employee performance in the coal mining industry, adhering to the methodology outlined by Robert K. Yin. The case study will center on performing a thorough examination of a coal mining firm. Data will be gathered from several sources, including the administration of semi-structured interviews with employees, managers, and human resources staff(Yin, 2014). In addition, an examination will be conducted on company documents, performance records, and other pertinent archive material. The interviews will be carried out utilizing a meticulously designed interview technique that is specifically tailored to correspond with the research questions and theoretical framework of the study. Participants will be selected meticulously using a purposive selection technique to guarantee the inclusion of a diverse range of opinions and experiences.

To ensure the precision and reliability of the data, the case study will employ Yin's (2018) principles of data collecting. This will require employing diverse sources of evidence through triangulation, creating a comprehensive database of case studies, and preserving the integrity of the evidence chain. The interview data will be transcribed and analyzed using a thematic analysis methodology. Several scholars will assess the codes and themes to guarantee the

analysis's credibility. Furthermore, the case study findings will be juxtaposed with the current body of research on family communication, work-family conflict, and employee performance in order to assess the external validity of the results.

The data analysis for the case study will employ Yin's (2018) suggested analytic techniques, which include pattern matching, explanation building, and cross-case synthesis (if numerous cases are involved). The qualitative data collected from the interviews and document review will be meticulously examined utilizing a blend of within-case and cross-case analytic methodologies. This methodology will enable us to discern and comprehend the principal themes, patterns, and connections inherent in the data. The qualitative analysis findings will be integrated with quantitative data, such as performance records and turnover rates. This analysis will provide a comprehensive comprehension of the case and elucidate the impact of family communication on employee-employer dynamics within the coal mining sector.

This research seeks to achieve a thorough comprehension of the influence of family communication on employee performance in the coal mining industry by employing a case study methodology. Through the analysis of certain circumstances and exploring the intricacies of this connection, one might acquire significant knowledge. The study's conclusions will be strong, trustworthy, and credible by using several data sources and using Yin's (2018) principles of case study research.

4. Results and Discussions

The results of this case study suggest that the lack of family communication can have a significant impact on the stress levels and performance of coal mining employees. Based on the findings of extensive interviews, it appears that employees who face difficulties in communicating with their families are more prone to experiencing increased levels of tension and conflict between work and family life.These issues can have a detrimental effect on their overall well-being and job performance.

A significant recurring theme in the interviews revolved around the connection between the emergence of feelings of uncertainty and instability among employees and breakdowns in family communication. Many people have shared that the lack of open and supportive communication within their families creates major obstacles in effectively handling their work responsibilities and pressures. This situation can lead to heightened stress among employees as they try to juggle their family responsibilities and work obligations, unsure of how to effectively manage these conflicting demands.

In addition, the findings of the case study indicate that employees might face increased emotional exhaustion and fatigue due to insufficient family contact. When employees don't receive consistent emotional support and understanding from their family members, they may feel increasingly isolated and overwhelmed by the demands of their profession. This may result in a decrease in their personal resources, which could hinder their ability to sustain high levels of performance and engagement in their work. When qualitative interview data is combined with quantitative employee performance records, it becomes clear that there is a significant link between reduced productivity, increased stress levels, and inadequate family communication within the coal mining company.

The case study findings shed light on the distinct difficulties encountered by employees in the coal mining industry who are involved in long-distance family relationships. A number of

interview participants expressed that being physically separated from their loved ones, along with the delicate nature of their family communication, can intensify feelings of stress and isolation.

For these employees, the lack of regular, in-person interactions with their family members can pose challenges in maintaining strong, supportive relationships. In the absence of face-to-face emotional support and conflict resolution, individuals who are separated from their families by distance may find it challenging to navigate their relationships, resulting in heightened tensions and difficulties in communication.

Based on the findings of the case study, it appears that employees who are in long-distance family situations tend to experience increased feelings of guilt and concern regarding their family's welfare. Consequently, this can lead to a lack of focus on their work duties and ultimately result in a decline in their overall performance. When we looked at the interview findings alongside the company's employee turnover records, it became clear that individuals with fragile long-distance family relationships are more prone to burnout and considering leaving the organization. This emphasizes the significant impact this dynamic can have on both the employee and the workplace as a whole.

The case study highlights the significance of implementing specific interventions and support systems within the coal mining organization to address the challenges posed by fragile family communication, especially in long-distance relationships. This could involve offering employees access to counseling services, promoting the use of virtual family communication tools, and fostering the creation of peer support networks. By recognizing and supporting employees who have delicate family dynamics, the organization can create a stronger and more committed workforce, leading to better results for both individuals and the organization as a whole.

The case study findings highlight the significant role that technology-mediated communication can play in fostering intimacy and connection among coal mining employees and their families, especially in long-distance relationships.

A number of interview participants emphasized the significant role that video calling platforms like Zoom and FaceTime have played in maintaining emotional connections with their family members, even when they are physically apart. These virtual face-to-face interactions enable employees to connect with their loved ones, share significant moments, and have more meaningful conversations. This can help alleviate the feelings of isolation and disconnection that often come with long-distance family relationships.

In addition, the findings of the case study indicate that the COVID-19 pandemic has led to a greater dependence on online shopping and delivery services. Interestingly, this shift has also had a positive impact on certain employees, allowing them to foster a sense of closeness and affection within their family relationships. By providing a convenient way to send gifts, groceries, and other essential items to their loved ones, employees can maintain a strong connection and show their affection and support, even when they are physically apart.

The qualitative interview data, when combined with the company's records on employee engagement and productivity, suggests a correlation between effective use of technology-mediated communication to stay connected with families and positive outcomes such as lower work-family conflict and stress, higher job performance, and overall well-being.

These findings highlight the significance of equipping employees with the essential resources and support to make the most of technology-mediated communication tools. By promoting and supporting the adoption of video calling, online shopping, and other digital communication platforms, the coal mining organization can play a vital role in enhancing the family bonds of its employees. This, in turn, will lead to a more resilient and committed workforce.

The case study findings emphasize the crucial role of Human Resource Management in facilitating and enhancing employee well-being, especially in the context of family communication. The in-depth interviews revealed that the Human Resource (HR) department of the coal mining organization has the potential to greatly assist employees who are facing challenges with family communication and work-family conflict. Through the implementation of focused interventions and support systems, the HR team can effectively address the challenges and minimize their adverse effects on employee well-being and performance.

An important area where the HR department can have a major impact is by offering access to counseling and mental health resources. A number of the interview participants expressed a need for private, expert assistance in dealing with the emotional and psychological effects of their family communication difficulties. By providing on-site or easily accessible counseling services, the HR team can assist employees in enhancing their emotional well-being and developing effective coping strategies.

In addition, the case study findings suggest that the HR department can support employees in maintaining stronger connections with their distant family members by utilizing technology-mediated communication tools like video conferencing and online shopping platforms. Through the provision of training, resources, and subsidies for these technologies, the HR team can empower employees to utilize digital communication in ways that strengthen their family relationships and minimize work-family conflict.

In addition, the HR department has the power to create a company culture that values and supports employees' family responsibilities and communication needs. This may include implementing flexible work arrangements, providing family-friendly policies, and promoting open communication about challenges related to work-life balance. By fostering a supportive and empathetic workplace, the HR team can play a crucial role in reducing the burden and tension that often arise from delicate family dynamics.

By combining the qualitative interview data with the company's employee engagement and retention records, it becomes evident that a proactive and comprehensive approach to family communication support from the HR department can greatly benefit employee well-being, job performance, and overall organizational success.

The results of the case study underline the need of keeping strong family contact in order to affect organizational results and employee work performance, hence lowering employee turnover.

The qualitative results from many-hour long interviews with coal mining workers indicate that those who are able to maintain strong relationships with their family members, even when they live far apart, usually show high degrees of job satisfaction, involvement, and general performance.

Research of the interview data and corporate employee performance and turnover records indicates that employees with strong and effective family communication seem less prone to burnout, absenteeism, and voluntary turnover. This implies that employees who have strong family ties and receive emotional support are more suited to control the stress and demands of their work, thereby enhancing their output and retention rate.

Still, the case study findings shed light on the negative effects that can follow from employees's problems in their family relationships. Studies indicate that those who struggle greatly to balance the demands of their job and family, together with emotional stress resulting from close family relationships, are more likely to show lower job performance, higher rates of absenteeism, and a greater likelihood of leaving their present company.

These results highlight the crucial need of encouraging effective family communication among workers, especially in sectors like coal mining where the duties of the employment can impede the preservation of a good work-life balance and strong family ties.

The coal mining company can create a work environment that promotes the well-being and success of its staff by including comprehensive support systems, such those described above (e.g., counseling services, using technology-based communication tools, and applying policies that fit families), so enabling Thus, it can improve employee well-being, raise output, and lower turnover—all of which help the company to be long-term profitable and sustainable.

5. Conclusion

Within the context of family communication, this case study emphasizes the significant role that Human Resource Management (HRM) may have in promoting and facilitating employee well-being. Qualitative data obtained through in-depth interviews with coal mining employees reveals that fragile family communication and work-family conflict can significantly harm employee well-being, job performance, and organizational outcomes, such as increased turnover.

The study highlights the potential for the HR department to implement support systems and targeted interventions to help overcome these challenges. The HR team may facilitate stronger familial connections and achieve a more harmonious work-life equilibrium for employees by providing access to counseling and mental health services, assisting them in utilizing technology-mediated tools, and fostering a corporate culture that values and accommodates their familial responsibilities. Consequently, this can lead to enhanced employee welfare, increased job efficiency, and reduced employee attrition, thereby positively impacting the overall sustainability of the organization.

While this case study provides valuable information on how HRM might enhance employee well-being and family communication, further inquiry is needed to refine and expand upon these findings. Subsequent studies could investigate the effectiveness of specific HRM interventions, such as the implementation of family-friendly policies or the provision of technology subsidies, in enhancing employee outcomes. Conducting comparative studies in various industries or cultural contexts could provide a better understanding of the nuances and variations in the

relationship between family communication, employee well-being, and company performance. By engaging in continuous research on these critical issues, scholars and experts can collaborate to develop comprehensive and effective strategies for enhancing employee well-being and establishing a sustainable workforce.

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