

Communication Audit Using Sadix Application Marketing Division in Central Java & DIY PT Enzyme Biotechnology Internusa 2018

Edi Karyono¹, Puji Letari²

Abstract

The communication audit process is designed to examine and evaluate the communication program, to reveal obstacles in achieving effective communication, to reveal gaps in the communication process and to provide recommendations to PT Enzyme Biotechnology Internusa. The results of the communication audit at PT Enzyme Biotechnology Internusa are broadly speaking the marketing team in the Central Java and DIY areas are satisfied with the communication that occurs in the company, only at some points that are not satisfied, one of which is the integrity of the organization. The recommendation from the communication audit is to improve the quality of vertical communication, the Sadix application should still be used even though it has not directly improved performance but can increase discipline and monitor marketer team visits.

Key Words : communication audit, organizational communication satisfaction

INTRODUCTION

PT Enzyme Biotechnology Internusa is a company that produces toothpaste under the Enzyme brand. PT Enzyme is currently facing tough challenges and competition in the toothpaste industry, due to many well-known toothpaste brands such as Pepsodent, Formula, Ciptadent and newcomers such as Sensodyne and Sasha. Based on the 2019 Top Brand award data, the top brand award is given to superior brands based on the top brand index from the official survey results issued by the frontier survey agency. The toothpaste brand category that ranks first is Pepsodent 68.3%. Close up is in second place, 10.7%, Ciptadent is third at 9.5%, Formula is fourth at 7.2% and Sensodyne is in fifth place at 1.4% (topbrand-award.com, 2019).

Author's Affiliation

¹Departmen of Magister Communication, Faculty of Social and Political Sciences, University of Pembangunan Veteran Yogyakarta

edi.karyono77@email.com

² Departmen of Magister Communication, Faculty of Social and Political Sciences, University of Pembangunan Veteran Yogyakarta

puji.lestari@upnyk.ac.id

Enzyme brand toothpaste is not included in the criteria for the top brand. The Enzyme toothpaste brand has been established since 2000 and has product advantages, one of which is without detergent, but based on the 2019 top brand award data, the Enzyme toothpaste brand is not in the top five. In fact, this top brand indicates a symbol of customer trust in brands in Indonesia. The performance of the Enzyme brand which has not been included in the top brand index is triggered by several problems faced by Enzyme toothpaste, such as less than optimal marketing performance, uneven distribution system and suboptimal market development in all markets.

The sales target of PT Enzyme in Central Java and DIY in 2018 grew 12% from last year. Whereas in 2017 it was able to achieve the target with growth of up to 22% from the previous year. The sales performance of the Central Java and DIY areas in 2017 reached the highest growth at the national level, which was 22 percent. But in 2018 the achievement has decreased by 11%. The decline in sales performance for the teams in the Central Java and DIY areas needs to be evaluated by the management so that problems and solutions are known so that the achievement targets for next year can be achieved. The level of sales for the Central Java and DIY Areas in 2017 got satisfactory results, but in 2018 there was a significant decrease of 11%. One thing that needs to be evaluated is the performance of marketers because they are the spearheads that are directly related to product sales to distributors and consumers.

The company has made standard operating procedures regarding the real-time work of marketers and reports and tasks performed. One of the routine activities of marketers is to visit outlets, supermarkets where there are enzyme toothpaste products. Information from these outlet visits is needed by organizations to monitor order levels, stock and performance of distributors and marketers themselves, but the realization is based on information from the Area Marketing Manager area of DIY and Central Java, there are still some marketers who manipulate the data of visits to outlets, not optimal in make visits to outlets and reports that are not timely, and others. The company applies the Sadix application to each marketer, which is an application that is uploaded to a smartphone with the aim of monitoring marketer visits. The sadix application will display all collected information directly to the company, connecting all marketers in the field with the head office, so that the work of monitoring all operational activities becomes easier and more effective.

Some of the benefits of the Sadix application include being able to manage the schedule of each marketer and group them into various categories that can be adjusted and modified so that they can be sorted easily. Sadix applied to PT Enzyme focuses on monitoring visits to outlets. Managers can monitor their marketers' visits at any time on the Dashboard application from sadix which is specially designed as a means for managers to monitor and analyze the performance of marketers, with its ability to summarize information from marketers in the field, making it easier for managers to analyze and determine the next sales strategy. Sadix can calculate key performance indicators by comparing the target marketer with the achievements obtained so that the results can be analyzed by a sales manager to improve the company's overall sales performance.

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The application is very useful for companies if all marketers can use it disciplined. Reports from real time marketers can be monitored directly, making it easier for management to monitor and create strategies to improve the performance of the marketing team. The outlet visit schedule can be monitored properly and in an orderly manner, the marketing team will be able to directly monitor the level of sales and sales performance in the field. The Sadix application also maintains communication between the marketing team and superiors and management because it can provide data, marketer movement information, visit reports and the speed of information needed by superiors or management.

Good organizational communication will support the company to run smoothly and successfully, if communication between organizations is not good it will certainly hamper organizational performance and less conducive relationships. The application of new technology applied to the marketing division can trigger disputes and resistance to its application. Based on the author's observations, many marketers refuse to use the sadix application, some use the application but it is less than optimal.

Based on the above, because PT Enzyme used a new technology, namely the sadix application in 2018 which was applied to the marketing division, the achievement of achieving sales targets for the marketing sales of the Central Java and DIY areas in 2018 actually decreased even though marketers were equipped with the Sadix application. In addition, the implementation of the sadix application in the Central Java and DIY areas there are still some things that are not in accordance with the SOP. Therefore, it is necessary to further evaluate vertical communication between superiors and subordinates, as well as horizontal and diagonal communication. Communications that occur between marketers and other marketers or other divisions, as well as between marketers and managers need to be audited for communications.

A communication audit is a useful procedure for determining the effectiveness and efficiency of communication within an organization. Through auditing organizations can identify and measure the most prominent, informative sources and channels, valuable and preferred communications. These findings can then be utilized to improve the communication process (Calgary & Alberta, 1992). Leaders can learn about the power of communication and opportunities within the organization and receive recommendations on ways to strengthen communication in the areas of communication channels, information flow and communication feedback (Hart et.al, 2017). Communication audit as a diagnostic examination that can provide early information to prevent the destruction of a larger organization's health (Hardjana: 2014).

The conduct of a communications audit depends on the seriousness of the problem load. Restructuring, merger, change of management, downturn in commerce are some of the circumstances that prompt the need to carry out a communications audit. In fact, a good two-way relationship between workers and employers can increase the motivation of both parties in carrying out their respective agendas (Sabran, 2006). According to Mohammed & Bungin (2015: 6), communication audits are usually carried out when the following conditions occur: when there is organizational development, when the organization is involved in a merger or acquisition process by another organization, there is a reduction in subordinates or an attempt

to increase the number of work members, there is a change in the company's functions and responsibilities, the use of new technology (especially those related to information or communication).

A communication audit is carried out by following the principles of scientific research and has a specific purpose, namely to produce recommendations that can be used to improve or change the organization's communication policies or systems. Communication audits are generally conducted by survey method, but are complemented and compared with other methods, such as in-depth interviews, network analysis, task analysis (duty study), channel analysis of communication episodes within the organization (ECCO-Episodic Communication Channels in Organizational Analysis), and focus group discussions. The data analyzed must be able to be evaluated to determine what follow-up steps are needed (Hardjana, 2014).

The communication audit process is designed to examine and evaluate the organization's communication program, to reveal obstacles to achieving effective communication, to reveal gaps in the communication process and to provide suggestions for improving communication in the organization (Hart et.al, 2017).

Communication audits have several purposes and benefits for the company. According to Hardjana in Suwatno (2008) there are seven benefits of a communication audit, among others: To find out whether and where there is an overload or underload of communication content related to topics, sources and communication channels. To assess the quality of information and measure the quality of communication relationships and specifically measure employee interpersonal trust, support, friendliness and job satisfaction. Identify an active network of non-formal communication operations and compare it with formal communication. To find out the sources of information flow bottlenecks and information filters by comparing their respective roles in the communication network. To identify categories and examples of positive and negative communication experiences and events. To describe communication patterns at the personal, group, organizational level related to communication components, frequency and quality of interaction. To provide recommendations on changes or improvements that need to be made.

The results of a communications audit can provide information that is critical to the efficiency, credibility, and economics of communications policies, practices, and programs. Audits also provide useful data for the development or restructuring of communications functions, directives and budgets. Above all, the audit provides recommendations for improvement that are specially developed to suit a typical organizational situation based on the analysis of the data found (Hardjana, 2014).

There is a significant relationship between organizational communication and employee performance, this is caused by the delivery of clear messages from superiors to subordinates and subordinates to superiors so that employees can carry out their duties properly. This means that with intense communication, problems within the company will be easily resolved (Arianto, 2015). The benefits of carrying out a communication audit on the Marketing team in the Central

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Java and DIY areas, namely by conducting regular and intense communication audits, the company can find out the causes of potential bottlenecks in the flow of information, indications and symptoms, as well as an evaluation of problems within the company, the results of subsequent communication audits as material for making recommendations for companies regarding communication policies and practices.

Communication audits are very important in an organization's efforts to make internal organizational changes. With this audit will be able to reduce the level of uncertainty that encourages the emergence of rumors among members of the organization. One of the benefits of a communication audit is to reduce stress, malfunctions and ultimately to increase work productivity. So that this research will conduct an internal communication audit and the use of the Sadix application on marketers of PT Enzyme Biotechnology Internusa Area Central Java and DIY in 2018. How is the analysis of communication audits on organizational communication satisfaction and how is the analysis of communication audits on the application of the Sadix application as a technology that can support marketer communication at PT Enzyme.

METHODOLOGY

This study uses a combined method that involves merging or unifying research from qualitative and quantitative data in research. Convergent parallel mixed methods are a form of mixed methods design in which researchers collect or combine quantitative and qualitative data in order to provide a comprehensive analysis of research problems (Creswell, 2019). In this study interview data and questionnaires were collected at almost the same time and then combined the information in the interpretation of the overall results.

FINDING AND DISCUSSION

In this study, data collection was collected to review communication audits, among others, by conducting initial interviews with the Sales Manager of the Central Java DIY area and several marketers who according to the researchers could provide accurate and reliable information. The total number of FGD respondents and questionnaires was 12 people.

The application of the Sadix Application to marketers at PT Enzyme Biotechnology Internusa conducted a communication audit to find out indications, make a diagnosis of less than optimal application. The application is a medium to support communication between marketers and management, but the application is not equipped with features to be able to provide feedback in the form of written and oral messages through the application, so as to provide feedback using other communication media. So that in the communication audit using the Sadix Application, a communication audit is also carried out on the satisfaction of the quality of information on the company. Aspects of satisfaction with the quality of the information include satisfaction with the informative dimension, satisfaction with organizational integrity, satisfaction with subordinated, horizontal and upper management communication, satisfaction with the communication environment, satisfaction with feedback, satisfaction with supervisory communication, and then auditing communication aspects of using the Sadix application.

The audit results show that the quality of information at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is adequate, while the way of delivering information is good. Based on the tabulation of respondents' answers related to the informative dimension, namely related to information received related to work, it was received quite clearly, on average, they agreed with the statement. The quality of the information also turned out to be very helpful in carrying out daily tasks. Respondents also agreed that the delivery of information from the company was in accordance with the needs of employees. Most of the respondents also agreed on the ease of communication as well as in obtaining and accessing information from colleagues and employees in other divisions. The results of the answers to the questionnaire were also strengthened by the results of the FGD, the majority stated that they were satisfied with the quality of the information, only some stated that it was not clear enough.

The company provides the freedom to communicate, the delivery of instructions from management is mostly conveyed through the whatsapp group, or delivered directly by telephone. The materials and information submitted are understood by themselves, so that the quality of the information can be well received by the marketing team, it is better if messages and information that are important, related to SOPs and policies are not only conveyed via email or whatsapp group, but there needs to be a verbal explanation, so that it can be immediately known. responses, feedback, questions, and so on. Communication activities in the company use various media, namely direct communication at the regional level, weekly meetings are always held between ASM and marketers in the area, then there are also monthly meetings, visits by superiors to regions, meetings with central managers. In addition, there are also national meetings, employee gathering events and others. Information submitted through ASM includes promotional programs, new policies, transfers, layoffs of employees, warning letters, and others. There is also information from the center which is directly conveyed through the WhatsApp group which consists of all PT Enzyme marketing teams throughout Indonesia. Media for delivering information via email if it is related to new policy programs, information with data that must be attached (attachment), weekly reports along with monthly reports, and others. Information submitted via WhatsApp Group when it comes to short instructions on late reports, general information and new policies.

Information designed with structural packaging makes communication run effectively. Submission of information from the company needs to be conveyed by a credible person, because the element of credibility indicates the condition that the source of information has knowledge, expertise or experience that is relevant to the information to be conveyed so as to increase the trust of employees who receive the information. Information content is very important for employees to do their job well. This is also reinforced by the results of research from Ramadhani, et.al (2015) who have carried out a communication audit which is indicated by five units of analysis, namely organization, information content, management, communication processes, feedback. and horizontally have a very large role in improving organizational performance as well as the role factor of communication technology to facilitate and accelerate the delivery of information internally. Good communication flow makes it easier for individuals

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and groups to carry out their respective roles and responsibilities in an organization (Sabran, 2006). So that the openness and speed of information is quite important and PT Enzyme also uses various media to facilitate and speed up the delivery of information.

Based on the results of the communication audit on employees of PT Enzyme in the Central Java and DIY areas on the aspect of satisfaction, the informative dimension, namely on the quality of information, there were those who stated that it was unclear but not related to information related to the sadix application. In addition, information related to work, the quantity and quality of information received helps in carrying out the work, the delivery of information from the company is also in accordance with the needs of employees based on the results of the communication audit, which is quite good. So that in terms of delivering information related to the Sadix application there are no obstacles.

The audit results show that satisfaction with the audit on the ease of information in other divisions at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is still lacking while information about the direction of the organization is also lacking. Statements related to information obtained in other sections are very reliable in accuracy, it turns out that the average respondent's answers are neutral or in doubt. Likewise with regard to policy changes that were given by the company to be informed to employees, the majority answered doubtful or neutral. This was reinforced by the results of FGDs, several respondents revealed that information between regions could not be obtained completely, information disclosure was not conveyed directly.

Based on the author's observations, marketers rarely interact with other divisions, most often communicate with the production division, especially regarding product stock, in fact there are already rules for communication with other divisions, especially regarding important data information, you can ask the Area Sales Manager first, then ASM will ask the head of the production division, however, because of the need for fast data, sometimes every marketer asks via whatsapp or direct telephone to the production staff so that the data information is not necessarily accurate. In addition, there has been no special discussion between the marketing division and other divisions. So the company needs to hold meetings between divisions.

Important company policies are usually conveyed via email, but the weakness of email is that marketers can be reluctant to read in detail the contents of the message. Even though there is a whatsapp group marketing, marketers can get information that is not correct or an explanation is lacking. An explanation regarding the new policy can be conveyed by the Management if there is a meeting with marketing in the area so that there is a delay in the delay in verbal explanation of company policies. If there are indeed important policies related to the marketing team, management should not only submit via email or whatsapp, but also need to be explained to marketers.

An audit of satisfaction with an organizational perspective, namely an audit related to several factors, namely clear information about organizational goals, changes in the organization, policies and approaches and work procedures to employees. The audit results

show that satisfaction with the delivery of clear goals regarding organizational goals at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is lacking, as well as the delivery of organizational change is also lacking, while policies and work procedures approach to employees are sufficient. The majority of respondents agreed that the relationship with co-workers is always good, the company is given the freedom to exchange opinions and information, and is free to communicate with co-workers. Subordination communication in the company is good, the communication climate between co-workers is going well.

Satisfaction with organizational communication is an important thing that must be considered by the company because the harmonious communication relationship between all internal parties is a benchmark or success of a company, and research results show that organizational communication satisfaction has a positive effect on employee performance (Ryantini & Triyono, 2016). Alvian's research (2016) shows that the vulnerable point in the company that needs attention is the organizational aspect. According to Hardjana (2014) in the perception of employees, management is increasingly closed and does not want to listen to the voice of employees and finally employees do not care about the difficulties faced by the organization.

The vulnerable point in the company that needs attention is the organizational aspect. The research recommends that companies pay more attention to organizational communication satisfaction which lies in the organizational aspect because the vulnerable point in the company is the organizational aspect (Alvian, 2016). Management needs to conduct an examination of communication policies and practices and can further establish a climate of participation. Companies also need to pay attention to employee satisfaction in organizational aspects because based on research results, employees who are respondents in the study answered doubtful about the assessment of communication satisfaction on organizational aspects. The management needs to hold meetings between divisions so that the required information or communication barriers between divisions can be evaluated. Important policies should not only be conveyed via email but need to be given a verbal explanation.

The audit results show that satisfaction with subordinated communication, as well as horizontal communication at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is good, while audits on the formulation and evaluation of policies and the company's future direction are still lacking. The majority of respondents agreed that the relationship with co-workers is always good, the company is given the freedom to exchange opinions and information, and is free to communicate with co-workers. So that subordinated communication to the company is good. The climate of communication between co-workers is going well.

Communication with upper management on the statement that a lot of work-related information is received from superiors, almost all respondents agree. All agree that upper management always provides support in carrying out the work, namely support for motivation, rewards, incentives, facilities, and others but support in the form of training to upgrade

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marketing skills does not yet exist. The results of the tabulation of data related to the management accommodate input and feedback from employees first before making new policies, almost all respondents stated that they did not agree and hesitated, this was supported by the results of the FGD which the majority also said there were none. Respondents also on average stated that they were neutral or doubtful regarding the ease of meeting and discussing directly with upper management. From the FGD results, there were respondents who stated that the communication process with management went well.

In the 21st century, leaders of successful corporate organizations are aware that they are facing an “employee care revolution” that demands mutual trust, understanding, disclosure of information, participation, and a shared determination to move forward. All of this can be achieved because they regularly audit internal communications and consequently improve communication systems, policies and practices that enable organizations to remain competitive (Hardjana: 2014).

Thanks to the upward flow of information, organizational leaders can find out about what is going on with employees, work groups and the organization. Actual information about subordinates, work and organization can help management improve organizational effectiveness through employee motivation and openness (Hardjana, 2014). Whereas in horizontal communication with participation in decision-making, employees are encouraged to interact with each other, they become more open to each other, the practice of participation makes employees encouraged to work in teamwork rather than individually.

Research results from Calgara & Alberta (1992) reveal that individuals in organizations experience the consequences of changing organizational functions. The response of individuals, groups, divisions, departments and work units to change is often determined by their level of participation in decision-making to make changes and the way they are notified of impending changes in organizational settings. established or to facilitate change. Organizational members at all levels have preferences as to when, from whom and in what media they receive information and provide feedback. Management openness regarding the delivery of information, policies, procedures, and others is quite important so that all can be accepted and run well according to company goals. If PT Enzyme wants to make a new policy or procedure, it would be better if it invites employees to participate in providing input or information and immediately informs the policy and accommodates feedback from employees.

The results of research from Mulawarman and Rosilawati (2014) optimize downward communication, upward communication as well as horizontal and vertical communication, by making routine efforts, namely routine meetings, coordination and supervision, starting from information on how to do work, rationale for doing work, a sense of belonging. , delivery of information, company direction, praise for work performance and giving warnings. Upward communication functions as feedback communication, conveying progress to supervisors, in addition to optimizing informal communication as a counterbalance to formal communication.

PT Enzyme Biotechnology Internusa needs to optimize downward communication, upward communication and horizontal and vertical communication. Downward communication, the company has held regular meetings, namely in the DIY and Central Java areas, routine meetings have been held, but meetings with central management are still rare, so it needs to be increased through direct meetings or meetings using applications that support virtual meetings. With regular meetings between central and regional management, the ease of meeting and discussing directly with upper management can be improved. Upward communication also needs to be improved because it functions as feedback communication, namely by asking employees' opinions regarding several policies related to the marketing field, so that employees in the regional marketing division have a sense of belonging to the company. Communication between divisions also needs to be improved, namely if other divisions ask for information from the division head, they can provide a fast and accurate response. In addition, informal communication is also always maintained because this informal communication can balance formal communication, for example with employee gathering activities, casual chats outside working hours, humor, meetings between employees outside of work matters, and so on.

If employees are given an explanation regarding the future direction of the organization, especially marketers, they can have ambition, have intrinsic motivation to be able to participate in the success of the organization's direction and future company goals, one of which is by achieving good sales turnover, so marketers voluntarily use the sadix application. Based on the results of the audit related to the Sadix Application SOP, the details are lacking, but an explanation regarding the tutorial for using the application has been given. This can happen because the responsiveness to tutorial explanations and understanding of the Sadix application is different for each marketer.

Freedom to communicate with co-workers, and can interact well with work groups in other parts, the results of the communication audit are quite good, this certainly supports the implementation of the sadix application, namely marketers can discuss with their colleagues or ask questions and provide confirmation to other divisions if there are problems regarding the application. Information and support for the implementation of work from upper management is considered good. This also supports the implementation of the sadix application. However, the statement regarding the new policy implemented by the management absorbed the feedback and input of the employees first, which was considered insufficient by the employees of PT Enzyme in the Central Java and DIY areas. The results of the analysis show that the application of the sadix application to marketers also does not go through the absorption of employee aspirations first, so that in the early stages of implementing the sadix application there are many complaints from marketers.

The audit results show that the audit of flexible communication, information related to work and performance, adequate information and information disclosure and involvement in the decision-making process in the area of PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is good. Statements related to communication feedback, among others, some respondents agreed but some answered

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neutrally regarding the delivery of information and evaluation of work performance, on average respondents agreed that they were always given information on how to control and solve problems in the field. And almost all agree that they are always given guidance by their superiors regarding the implementation of tasks. This is in line with the results of the FGD that there is a performance evaluation but the evaluation is not shared with all employees, and the performance evaluation has certain assessment standards. If there is a problem, it will be conveyed to the superior then it will be discussed. If the problem cannot be resolved at the regional level, it will be discussed at the head office.

Statements related to the work environment received an average assessment of agreeing, including being given the freedom to make decisions related to work, being given the opportunity to give opinions in the decision-making process, and all decisions made must be referred to the supervisor. This is evidenced by the results of FGDs that all communication hearings with superiors are delivered easily. Superiors listen to complaints from below and some are given solutions. If the problem can be handled alone, it will be resolved by itself, if there is a problem, it will be submitted to the superior and further discussed. Communication environment that is open, easy to contact, cooperation and mutual involvement in efforts to achieve organizational goals.

Research from (Nurdin et.al, 2014) reveals that the form of evaluation carried out by the socialization team is very simple, namely if there is community feedback and the community accepts it, the socialization team considers the socialization to have been successfully carried out. In companies, one form of evaluation is feedback from employees who receive information from the company. Management needs to evaluate the information and instructions conveyed and how to provide feedback. While the results of Astuti's research (2018) suggest that every program run by the company needs to be checked whether the system implemented is correct or vice versa, this is done to minimize or even eliminate disturbances and obstacles and maximize opportunities or strengths that exist for the sake of effectiveness. company. Companies must also make a structured design in making standard guidelines related to communication components to be documented into activity designs.

Organizational climate is produced by the combination of elements of physical conditions, employee interactions and relationships, employee behavior, and management's treatment of employees. Organizational climate has an impact on task behavior, interactions between employees and interactions between employees and management (Hardjana, 2014). Based on references from previous research that every program that will be implemented by the company should be checked whether the program is correct or not then management needs to evaluate the program and the information submitted and how to provide feedback. So that it can create an organizational climate and satisfaction with the communication environment.

The audit results show that satisfaction with the superior's openness to accept ideas, willingness to listen and attention and guidance in solving work problems at PT Enzyme Biotechnology Internusa according to the assessment of employees in Central Java and DIY Areas is good. While the audit of satisfaction with feedback, namely audits related to feedback related

to work performance, performance appraisal and understanding of orders received at PT Enzyme Biotechnology Internusa according to employees in the Central Java and DIY areas is also good. Statements regarding supervisory communication also generally agree that they can contact their superiors easily, superiors always listen well to problems, superiors are easy to get along with the marketing team, superiors always understand the duties of subordinates, and all believe in their superiors' abilities. This is evidenced by the results of the FGD, all communication hearings with superiors are delivered easily, communication with superiors goes well and smoothly, superiors listen to complaints from subordinates and some are given solutions, superiors also provide performance evaluations on a regular basis.

The advice given to PT RAPP Estate in Astuti's research (2018) is that the company must continue to monitor so that it can find out directly what is the obstacle to achieving its program goals so that solutions can be found to maximize the achievement and success of the program, in this case what needs to be considered is message content to be conveyed by the recipient of the message. Information on performance is information related to the progress and future of an employee's career, which is a direct measure of the efficiency and effectiveness of an employee's work when viewed based on applicable work standards. This information is important because it is related to salary determination/increase, incentives and bonuses, performance evaluation and the future of employees, while negative information in this case often destroys the motivation of employees who are diligent and not necessarily productive (Hardjana, 2014). Companies need to carry out continuous supervision of programs, policies, information and employee performance so that if there are obstacles they can be immediately evaluated and corrected.

In the aspect of the communication and feedback environment, it is also considered good so that this also supports the implementation of the sadix application well. However, the statement regarding the provision of information and evaluation related to work performance is still considered inadequate by some respondents, even though evaluation reports on the use of the Sadix application are given regularly every month via email. It could be that marketers are reluctant to read in detail the results of the weekly report using the sadix application, so it needs to be evaluated and discussed in detail per marketer by superiors in their respective areas. The aspect of satisfaction with supervisory communication is also the majority considered good by the respondents. Ease of contacting superiors, and superiors willing to hear problems well, understanding the duties and abilities of good superiors can certainly support the implementation of the sadix application properly.

Aspects of using the sadix application are evaluating several standard operating procedures related to the sadix application, tutorials for using the sadix application, evaluating the implementation of the sadix application, the benefits of the sadix application for tasks and the benefits of the sadix application to be able to encourage the achievement of targets. The audit results show that the satisfaction of evaluating several standard operating procedural factors related to the sadix application, tutorials for using the sadix application, and the benefits of the sadix application to be able to encourage the achievement of targets at PT Enzyme

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Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is lacking. While the evaluation of the implementation of the sadix application, the benefits of the sadix application for assignments at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas are good. This is supported by the results of the FGD, some informants revealed that marketing did not get the sadix SOP in writing but only got it at a glance and the SOP was explained in general to marketers. Constraints to using the sadix application include smartphone batteries running out quickly, internet on a sim installed on a smartphone that has an unstable sadix application and internet signal trouble, as well as schedule trouble that doesn't match.

Based on the results of the FGD, the majority of marketers stated that the sadix application can facilitate work, and is useful in increasing employee discipline but not useful for increasing turnover. The sadix application is able to improve discipline, assist employee visit data and assist in the evaluation of each outlet. There are also those who reveal that the application makes it difficult to practice work in the field, the sadix application cannot increase sales or turnover, the sadix application makes it difficult to increase turnover, and the sadix application cannot be applied in its entirety by all employees. Meanwhile, according to interviews with ASM, PT Enzyme, Central Java and DIY, that the problems in the sadix application are centered on the device and technical use, in general the sadix application is good. Reports on the use of sadix are also routinely submitted to all employees. The sadix application supports updating marketer task reports in the field but cannot achieve sales targets.

This sadix application functions to monitor sales performance in the field, so each marketer makes a weekly schedule of visits, namely 8 outlets visited per day, the schedule is informed to the central admin to be input into the sadix system. So that the realization of marketer visits can be monitored through the sadix application. Each outlet visit is limited to a maximum duration of 1 hour, even though there are several reports that must be submitted to the application, namely uploading photos of the Enzyme product display at the Outlet before and after the display is tidied up, Enzyme product stock reports at the outlet, and competitor reports. The results of the observation turned out that there were several obstacles in the implementation of the sadix application, namely the regulations for each outlet were different, especially in large supermarkets which had strict rules against visits to outlets, limited to certain hours, and some even did not allow guests to use cellphones during outlet visits. In addition, the application of 8 hours of visits makes marketers have limited time to carry out marketing activities such as negotiating or communicating with outlets, personal selling, and discussing if there are problems with outlets because the time duration is limited to one hour and marketers must visit the next outlet. Based on the results of observations from the report data on the use of the sadix application, marketers already understand how to use the sadix application, and are orderly to use it. If the outlet is not visited there is a Not Visited statement, and if the visit is realized there is an effective call statement.

Marketers' daily performance can be checked and monitored by central management and ASM. The schedule of outlet visits can also be monitored, the hours of entry and departure

times can also be monitored. Marketers who lack the number of visits to outlets can also know their realization. The duration of the visit per outlet is also known, namely what time you enter, then which outlet you visit, how long you visit that outlet and then what time you go home. At the beginning of each month, each marketer makes a plan for an outlet visit, after being approved by the Area Sales Manager then the proposal is submitted to the central sadix admin. Then the data is inputted in the sadix application. Furthermore, marketers just need to realize the schedule of outlet visits that have been made previously. This sadix application is a communication technology between local marketers and management. Management can monitor the planning and realization of marketer visits as appropriate or not. Without having to check by phone every time today, where to visit, or to work schedules anywhere, because the sadix application can inform every marketing daily agenda, wherever you go, what time you come in and go home, when and where you are. The sadix application can be accessed by management and Area Sales Managers in areas that have passwords, so that the daily performance of marketers can be monitored through the sadix application.

Reports on the use of the sadix application for each marketer are also informed regularly every month via email to the Area Sales Manager in the region. Based on the documents obtained, there is evidence of an email report related to the use of the Sadix application and an evaluation from the central Sadix Application Admin which was emailed to ASM, then ASM informed the report to marketers in its area. Management evaluates employee discipline in using the sadix application, namely there are still early checkouts, the number of outlet visits that need to be increased, some even have broken smartphones that need to be repaired. This sadix application still has several weaknesses, one of which is dependence on smartphones, so if the smartphone is damaged or an error signal, the performance of visits and working hours cannot be detected. Marketers who have bad intentions can leave the sadix application smartphone to someone else, so that other person makes a visit to the outlet, and may admit that the smartphone is damaged or has a bad signal.

The company has also facilitated a smartphone that contains a sadix application with a sim card and a 2 gigabyte data package for 1 month use. In addition, there is also support through a special whatsapp group consisting of the marketing team that uses sadix along with ASM and the leadership in charge of the sadix application, through this media employees can actually ask directly, or consult if there are problems related to using the sadix application in the field.

The results of the FGD and interviews above are supported by the answers to the questionnaire as follows, statements related to standard operating procedures regarding the Sadix application are well informed, the majority of respondents agree and strongly agree, if it is associated with information in the FGD, marketers get an explanation of the Sadix Application SOP at a glance. The statement regarding I received an explanation, and the tutorial on using the sadix application was good, most respondents agreed, this was supported by a statement in the FGD that in general the use of the sadix application was explained from superiors to marketers The statement related to I received an evaluation related to the implementation of

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the sadix application, most of the respondents agreed and strongly agreed, this result is in line with the respondent's answer to the FGD that reports on the use of the sadix application are always submitted to employees. The statement related to me being orderly and orderly in using the sadix application according to the applicable SOP, most respondents agreed and strongly agreed. The statement that the Sadix application can facilitate my task, most respondents agree and strongly agree, if it is related to the FGD results that the Sadix application is able to increase discipline, and help marketer visit data.

Good application of Sadix can encourage the achievement of sales targets, most respondents expressed doubt or neutrality and disagree, this is in line with the answers of FGD interviewees that the Sadix application cannot increase sales targets. The use of the Sadix application can improve performance and achieve targets. Most respondents stated neutral or doubtful and expressed their disagreement, this is related to the FGD results, namely the Sadix application was unable to achieve sales targets, so it was only for reporting marketers' visits at outlets. This is also evidenced by sales achievement data that the sales increase performance in 2018 was not as good as the sales growth achievement in 2016-2017. Employees agree that sadix applications can streamline tasks and improve work discipline. The high target of outlet visits makes marketers limited to communicating, negotiating, and personal selling at outlets.

The audit results show that the satisfaction of evaluating several standard operating procedural factors related to the sadix application, tutorials for using the sadix application, and the benefits of the sadix application to be able to encourage the achievement of targets at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas is lacking. While the evaluation of the implementation of the sadix application, the benefits of the sadix application for assignments at PT Enzyme Biotechnology Internusa according to the assessment of employees in the Central Java and DIY areas are good.

The sadix application if used properly can facilitate the task of the marketing team and as a medium for delivering accurate information from local marketers to management. Management needs to submit SOPs for using the sadix application and continuously conduct evaluation meetings on the use of the sadix application, the company also needs to apply punishment to marketers who do not orderly use the sadix application.

The results of the FGD revealed that marketers did not get sadix SOPs in writing but only got them at a glance and the SOPs were explained in general to the marketing team. Whereas according to Georgge and Jones in Bungin (2015) by providing adequate information related to the methods of carrying out work and methods of decisions made by management to work members, it helps to increase high work performance. It is important for management to convey the reasons for using the sadix application policy as well as a clear explanation of the Sadix SOP.

Organizations cannot work without an effective internal communication system, but in practice the internal communication system is full of complex problems, while management's responsibility is to maintain an effective communication system (Hardjana, 2014). So that management needs to maintain the communication system in the company and also the

communication media used to support the communication system. The implementation of new programs and applications that aim to improve employee performance also needs to be evaluated from the stage of delivering information, socializing the Operational Procedure System, evaluating application use, and the performance of the marketing team when using the application, as well as evaluating feedback from employees.

CONCLUSION

PT Enzyme Biotechnology Internusa utilizes the sadix application as a support for communication media between marketers and management with the main function of providing information regarding the performance of marketers' visits every working day. However, this sadix application still has several weaknesses, one of which is not yet equipped with features that can provide feedback directly from management or superiors through the application so that it still requires other communication media in delivering evaluation feedback and others. In addition, based on data, sales performance of PT Enzyme Biotechnology Internusa in Central Java and DIY areas in 2018 decreased. So that a communication audit related to the quality of information and the use of the sadix application was carried out on marketers of PT Enzyme Biotechnology Internusa in Central Java and DIY. The conclusions from the results of the communications audit are as follows:

1. The results of the communication audit at PT Enzyme Biotechnology Internusa, on the satisfaction of organizational communication is that in general the marketing team in the Central Java and DIY areas are satisfied with the communication that occurs in the company, only at some points they are not satisfied. Based on the results of the communication audit on employees of PT Enzyme in the Central Java and DIY areas on the aspect of satisfaction, the informative dimension, namely on the quality of information, there were those who stated that it was unclear but not related to information related to the sadix application. the delivery of information from the company is also in accordance with the needs of employees based on the results of the audit of communication quite well. Based on the results of the communication audit on the aspects of subordinated, horizontal and upper management communication that the statement regarding the given clear information regarding the future direction of the organization results in some respondents doubting and disagreeing so that in this aspect it is considered still lacking. Meanwhile, the statement regarding the delivery of information and an explanation of the work SOP is quite good. However, the delivery of the sadix application SOP is still not clear and detailed in its delivery. The results of the communication audit on horizontal communication are good, diagonal communication is also going well, while vertical communication is also good, this of course supports the implementation of the sadix application, namely marketers can discuss with their colleagues or ask questions and provide confirmation to other divisions if there are problems regarding the application. However, regarding the absorption of information, input for consideration in new policy decisions is still

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considered insufficient by employees. The absorption of information from the bottom up encouraging participatory communication has many positive impacts on management. Satisfaction with the communication, supervision, and feedback environment is quite good.

The results of the audit on the use of the sadix application have been carried out by marketers of PT Enzyme Biotechnology Internusa in the Central Java and DIY areas are quite good, the SOPs have been submitted, only lacking in detail because each employee's understanding is different. Evaluation of the use of Sadix has also been carried out periodically by central management via email and evaluated through regular meetings conducted by the Area Sales Manager of Central Java and DIY, but there are still some marketers who are less disciplined in using the Sadix Application. This application can streamline tasks and improve marketers' discipline at work but cannot directly impact on target achievement. The target of outlet visits on the sadix application is high, so that marketers are limited to communicating, negotiating, and personal selling at outlets.

SUGGESTION

The results of the communication audit that there is a critical point in organizational integrity, namely the importance of delivering future organizational programs and the need for clear policy delivery, as well as communication with upper management, namely before a new policy is implemented it is necessary to accommodate aspirations, as well as feedback from employees first. Meanwhile, the use of the sadix application at PT Enzyme Biotechnology Internusa is related to the delivery of evaluations that are still not optimal and their functions have not had a direct impact on the performance of achieving sales targets. Companies should continue to audit communications, so that potential problems can be detected immediately and recommended solutions are provided.

The results of the recommendations or suggestions from the communication audit are as follows: improving the quality of vertical communication, the Sadix Application should still be used even though it has not directly improved performance but can increase discipline and monitor marketing team visits, Sadix Application evaluation should be submitted daily and can be submitted directly to the relevant marketer through the WhatssAap application, as well as evaluating not only check-in and check-out hours but the quality of the marketing team's visits to each outlet and what activities the marketer does at the outlet. The next communication audit can be comprehensive in the marketing division nationally.

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