

**STRATEGI KOMUNIKASI INTERNAL MELALUI PODCAST UNTUK
PENGEMBANGAN KOMPETENSI KARYAWAN (STUDI KASUS PADA
PODCAST PODTRET PT ENSEVAL PUTERA MEGATRADING TBK**

ABSTRAK

Penelitian ini menganalisis formulasi dan implementasi strategi komunikasi internal PT Enseval Putera Megatrading Tbk melalui program podcast 'Podtret'. Penelitian dilatarbelakangi oleh paradoks kinerja: meskipun program memiliki nilai strategis tinggi, partisipasi kuantitatif (*views*) karyawan di lapangan rendah. Menggunakan metode kualitatif studi kasus dengan pisau analisis Model Proses Strategis Komunikasi dan Teori Informasi Organisasi (OIT), penelitian ini menemukan bahwa strategi Podtret bukanlah proses linier, melainkan siklus dinamis. Pada fase formulasi, Podtret lahir sebagai strategi terencana (*deliberate strategy*) untuk mengatasi inefisiensi pelatihan konvensional dan "kebosanan digital". Namun, implementasinya menghadapi tantangan perilaku belajar karyawan yang pragmatis dan menuntut relevansi tinggi, serta persaingan ketat di tengah "kebisingan" media eksternal. Ambiguitas kinerja ini memicu proses penciptaan makna (*sensemaking*) kolektif dalam tim, yang kemudian melahirkan strategi adaptif (*emergent strategy*). Evolusi paling signifikan adalah transformasi fungsi Podtret dari saluran informasi mandiri menjadi instrumen pendukung prapembelajaran dalam model campuran (*blended learning*) yang terintegrasi dengan peran manajerial. Penelitian menyimpulkan bahwa strategi komunikasi internal yang efektif harus berevolusi dari model satu arah (*public information*) menuju model dialogis (*two-way symmetric*) untuk membangun budaya belajar mandiri..

Kata Kunci: Komunikasi Internal, Podcast Korporat, Strategi Komunikasi, *Blended Learning*, *Sensemaking*, *Employee Engagement*.

**INTERNAL COMMUNICATION STRATEGY USING PODCASTS FOR
EMPLOYEE COMPETENCY DEVELOPMENT: A CASE STUDY OF
PODTRET AT PT ENSEVAL PUTERA MEGATRADING TBK**

ABSTRACT

This study analyzes the formulation and implementation of PT Enseval Putera Megatrading Tbk's internal communication strategy through the 'Podtret' podcast program. The research is motivated by a performance paradox: while the program holds high strategic value, quantitative employee participation (views) remains low. Utilizing a qualitative case study method with the Strategic Communication Process Model and Organizational Information Theory (OIT) as analytical tools, this study reveals that the Podtret strategy is not a linear process but a dynamic cycle. In the formulation phase, Podtret emerged as a deliberate strategy to address conventional training inefficiencies and "digital boredom." However, its implementation faced challenges related to pragmatic employee learning behaviors that demand high relevance, as well as intense competition amidst external media "noise." This performance ambiguity triggered a collective sensemaking process within the team, subsequently birthing adaptive (emergent) strategies. The most significant evolution is Podtret's transformation from a standalone information channel into a pre-learning supporting instrument within a blended learning model integrated with managerial roles. The study concludes that effective internal communication strategies must evolve from a one-way model (public information) to a dialogic model (two-way symmetric) to foster a self-directed learning culture.

Keywords: *Internal Communication, Corporate Podcast, Communication Strategy, Blended Learning, Sensemaking, Employee Engagement.*