

Employee Selection Team Communication Strategy in the Receptionist Recruitment Process in Maintaining *Brand Identity* (Case Study at Morrissey Hotel Jakarta)

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.90300169>

Received: 12 February 2025; Revised: 04 March 2025; Accepted: 06 March 2025; Published: 05 April 2025

ABSTRACT

This study aims to examine the communication patterns carried out by the employee recruitment team in the receptionist recruitment process at Morrissey Hotel Jakarta, and how these communication strategies play a role in maintaining the company's brand identity. This study uses two main theories, namely Paul Argenti's strategic communication model and Devito's interpersonal communication theory. Argenti's strategic communication model is used to analyze how the recruitment team develops an effective communication strategy in recruiting receptionists who not only meet job qualifications but can also maintain and strengthen the hotel's brand identity. Meanwhile, Devito's interpersonal communication theory is used to understand the direct interaction between the recruitment team and prospective employees in the selection process, and how this communication affects prospective employees' perceptions of the company's culture and image. The research method used is a case study with a qualitative approach, through in-depth interviews with members of the recruitment team, HR managers, and direct observation of the recruitment process. The results of the study show that the recruitment team at Morrissey Hotel Jakarta implements structured and adaptive communication, where each team member plays an active role in maintaining brand identity through consistent and clear messages. In addition, open and empathetic interpersonal communication between the recruitment team and prospective receptionists greatly influences selection decisions and prospective employees' first impressions of the company. This study concludes that an integrated and effective communication strategy, supported by good interpersonal communication, is very important in maintaining the consistency of the company's brand identity in the eyes of prospective employees. In addition, effective communication patterns in the recruitment team can improve the quality of employee selection and strengthen the relationship between the company and newly recruited employees.

Keywords: Communication Strategy, Recruitment Team, Recruitment Process, Brand Identity, Communication Strategy, Interpersonal Communication, Morrissey Hotel Jakarta.

INTRODUCTION

In an increasingly competitive business world, companies are required to maintain a strong brand image and identity in order to remain relevant and able to compete with other competitors. This also applies to the hotel business, where brand identity plays an important role in building close relationships with customers. Building and maintaining a strong Brand Identity is the key to long-term success. Brand Identity is not just a logo or tagline, but a representation of the values, culture, and philosophy that you want to convey to customers. A hotel's brand identity is not only determined by the facilities and services offered, but also by the quality of service provided by all employees, especially the receptionists.

The communication strategy implemented by the selection team in the recruitment process of receptionist candidates is a key factor in ensuring that the selected receptionists are not only superior in technical fields, but also able to adapt to the company's culture and values. In the selection team consisting of various parties, such

as HRD, General Manager and Front Office Manager (user). Clear and effective communication is very important to achieve the common goal of finding the right candidate.

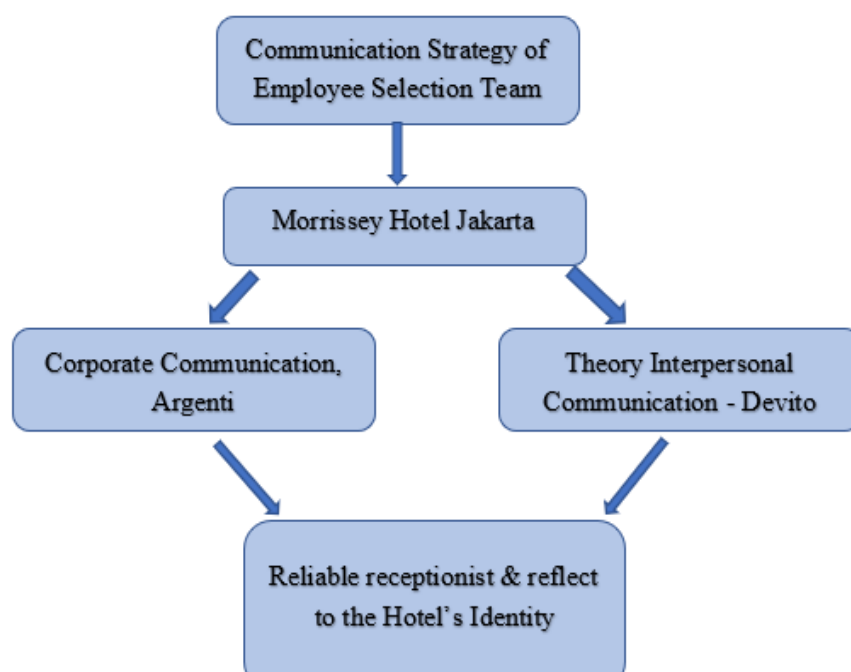
But in reality, there are still challenges in maintaining consistent communication within the selection team that can affect the quality of recruitment results. One of the main challenges is how to align the understanding and perception of each team member regarding the brand identity values that must be applied in each stage of selection. In addition, the recruitment team is also faced with the challenge of ensuring that the communication carried out is not only based on technical aspects, but also involves assessing the character, attitude, and suitability of candidates with the company culture.

The formulation of the problem in this study is first, How to analyze the corporate communication process of Morrissey Hotel Jakarta in maintaining Brand Identity and second, how to examine the communication strategy of the Morrissey Hotel Jakarta selection team in recruiting prospective employees (receptionists)?

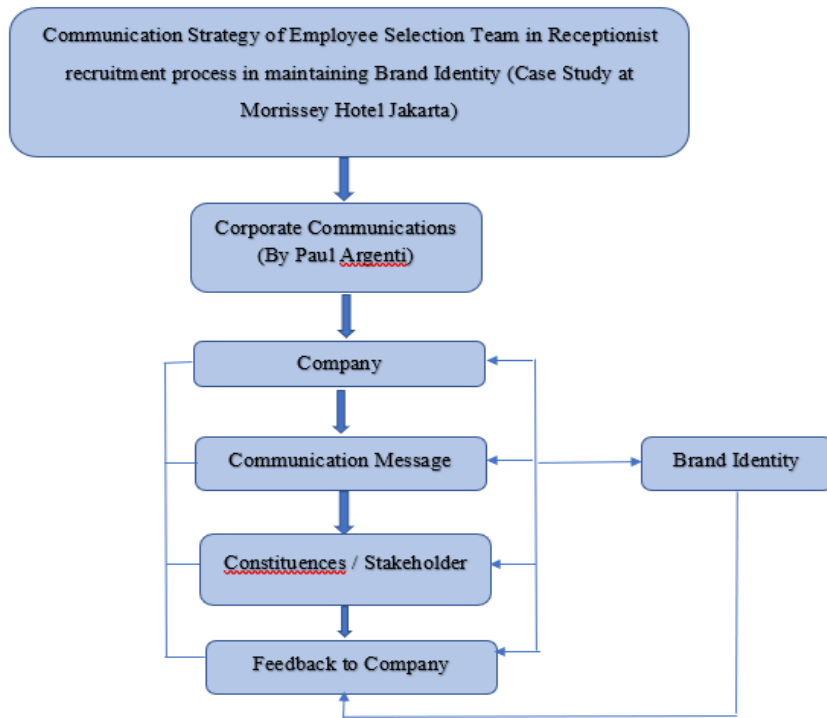
The selection team plays an important role in communicating and always conducting training and evaluation regarding the brand identity standards that must be applied by the receptionists. Therefore, this study aims to examine the communication strategies implemented by the Morrissey Hotel Jakarta selection team in the receptionist recruitment process, as well as how to analyze how these communication strategies can influence the success of selecting candidates who not only meet the competencies, but can also strengthen the hotel's brand identity.

LITERATURE REVIEW

Morrissey Hotel Jakarta seeks to create a corporate communication strategy to reflect the awareness of the importance of a systematic and sustainable approach in implementing the recruitment process. However, the main challenge lies in how to develop a communication strategy that can accommodate the diversity of perspectives and attributions among various stakeholders in the organization. The attached image illustrates the flow of the thinking framework of this study. This process can be interpreted as a manifestation of the corporate communication approach in implementing the recruitment of receptionist candidates as a representation of the brand identity of Morrissey Hotel Jakarta, where there is a systematic effort to integrate various perspectives and feedback in the continuous improvement cycle. Some key elements that can be identified from the image include:



1. Corporate Communications, Argenti – answers the corporate communication process at Morrissey Hotel Jakarta in maintaining its Brand Identity with 4 variables, as shown in the image below.



Every organization relies on constituencies. These are various interest groups that support the sustainability of the organization. In general, constituencies are known as "Interest Groups" (Stakeholders), namely customers, communities, suppliers, shareholders, and employees. In this study, internal constituencies include the company organization (Morrissey Hotel Jakarta), while external constituencies are located in prospective receptionists.

Morrissey Hotel Jakarta formulated a dynamic communication strategy. This dynamic communication strategy was built by considering the perception of the constituency structure and compiling various messages delivered through selected effective channels. The selection of communication channels was carried out based on the concept of exploring communication resources. Such a communication strategy generally follows the *PRIDE* formula (*purpose, receiver, impact, design, and execution*). Here, the term constituency is deliberately used to clarify understanding and show that each support group, in this context the recruitment team, plays a strategic role, not just an 'audience' that seems to have no bargaining position.

Brand Identity is built and communicated through names, symbols, and real appearance or behavior for Morrissey Hotel Jakarta customers, especially with its constituency, namely prospective employees (receptionists).

Interpersonal Communication Theory, Devito.

The assumption of interpersonal communication theory according to Devito in Effendy is the process of sending and receiving messages between two individuals or among a small group of persons, with some effect and some immediate feedback.

Thus, interpersonal communication is a communication process carried out between the communicator and the communicant face to face and is considered the most effective in changing attitudes, behaviors or views through oral communication. According to Devito, effective interpersonal communication has indicators including:

Aspects of interpersonal communication according to DeVito (2007) are, Openness, Positive attitude, Empathy, Supportiveness & Equality.

METHODOLOGY

This study adopts a qualitative approach with a case study to understand the communication strategy of the employee selection team in the receptionist recruitment process in maintaining brand identity at Morrissey

Hotel Jakarta. This approach was chosen because it provides an opportunity for researchers to examine in depth the dynamics of interpersonal communication that occurs between the recruitment team and prospective employees and the communication strategies implemented in the context of recruitment to maintain the image and identity of the hotel brand. The purpose of this study is to describe the actual reality without discussing the relationship between variables (Kriyantono, 2006:69).

In this study, the interpersonal communication theory proposed by DeVito (2013) is used as a basis for analyzing communication between the recruitment team and prospective employees. The main focus of this theory is on the verbal and non-verbal communication that takes place during the recruitment process, as well as the relationships between individuals that are formed. In addition, the corporate communication strategy model from Argenti (2015) is applied to identify and analyze how the selection team utilizes communication to maintain and strengthen the hotel's brand identity during the selection process.

The primary data used in this study were obtained through semi-structured interviews with members of the selection team and receptionist candidates who participated in the recruitment process at Morrissey Hotel Jakarta. In addition to interviews, data were also collected through direct observation of the recruitment process, including interactions that occurred during interview sessions and other communications. Documentation related to the recruitment process, such as training manuals and recruitment materials used by the hotel, were also analyzed to provide a more comprehensive picture of the communication strategies implemented.

The collected data was then analyzed using thematic analysis techniques to identify communication patterns that emerged in the interactions between the recruitment team and prospective employees, as well as communication strategies used to maintain brand identity. This analysis process also considered how communication can influence prospective employees' perceptions of the hotel's brand identity. Data validity was maintained by implementing source triangulation, namely by comparing information obtained from interviews, observations, and documentation. In addition, member checking was carried out by confirming the results of interviews with informants to ensure the accuracy of the data obtained.

This study also pays attention to research ethics by obtaining permission from all participants and maintaining the confidentiality of information provided by informants. With this approach, the study aims to provide in-depth insights into how communication patterns in the recruitment process can contribute to strengthening hotel brand identity.

ANALYSIS AND DISCUSSION

Morrissey Hotel Jakarta is a hotel that has transformed into a 5-star hotel. The hotel, which was built in 2010, originally had the name Citadines, which offered a long-stay apartment service with a minimum of one month overnight. Then, with various studies because they wanted to expand their market, one year later it was rebranded to Morrissey Hotel Jakarta. After changing its name, the hotel opened a new service that allows visitors to stay only one or two nights without changing their experience and service quality which has a home away from home hotel concept.

Morrissey Hotel Jakarta seeks to create a corporate communication strategy to reflect the awareness of the importance of a systematic and sustainable approach in implementing the recruitment process. However, the main challenge lies in how to develop a communication strategy that can accommodate the diversity of perspectives and attributions among various stakeholders in the organization.

For Morrissey Hotel Jakarta, a destination known for its modern design and friendly service, Brand Identity is a valuable asset that must be maintained and strengthened every day. Behind every high-quality service and satisfying customer experience, there is a team dedicated to maintaining the standards that have been set. An aspect that is often less concerned but is very important to maintain Brand Identity in the recruitment process. Therefore, an effective and planned selection process is very important to ensure that prospective receptionists not only meet the technical qualifications but can also represent the values and brand image of Hotel Morrissey Jakarta.

This analysis focuses on the communication patterns of the employee selection team in the receptionist recruitment process to maintain brand identity (Study at Morrissey Hotel Jakarta) which is applied directly in the field to obtain actual data from the results obtained in the field. By going directly to the field, researchers obtain more appropriate and maximum results because the data and processes that occur in the field are more relevant.

Corporate Communications Implementation, Paul Argenti

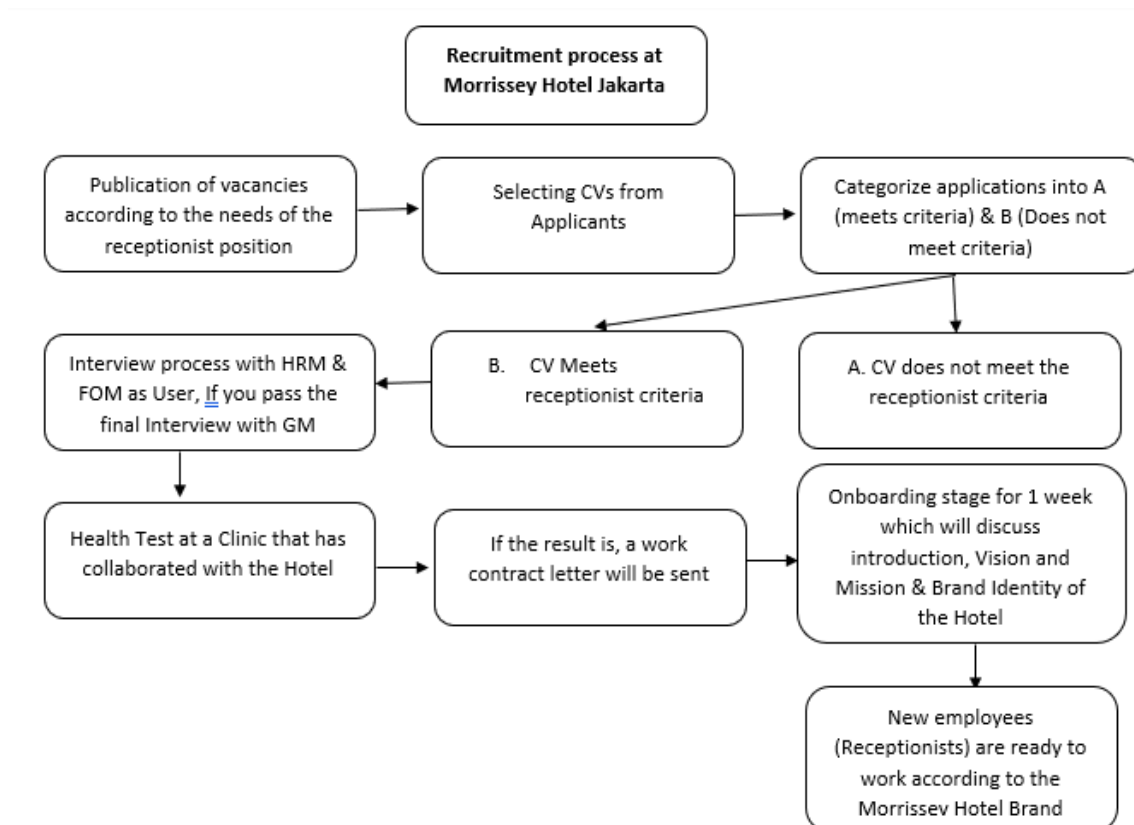
Analysis of the “Company” dimension in the communication strategy model, Argenti

Companies must design a clear and consistent communication strategy in attracting, selecting, and retaining receptionists who are in line with the company's values. In the recruitment process, companies must have consistent communication about the company's values and goals, both in job vacancy announcements, job descriptions, and in interviews. This communication strategy ensures that the message conveyed to prospective employees is clear and supports the desired image.

The selection team provides an understanding of the long-term goals of the organization to the receptionist candidates and provides insight into the importance of their role in maintaining good customer service. Therefore, the selection team is very careful in recruiting receptionist candidates such as, what criteria must be met by the candidate, for example:

1. must be able to speak English
2. Minimum education S1
3. able to communicate well
4. Able to work individually or in a team.

The selection team always provides an analogy that makes it easier for candidates to show the relationship between the recruitment process and the strategic goals of the hotel, that the success of the recruitment process by following the recruitment steps, later the receptionist will easily understand the objectives of the company. The following are the stages that must be carried out by the Selection Team.



Recruitment Process Chart at Morrissey Hotel Jakarta

The above Recruitment Process Flowchart is a formal process that governs how a human resource (HR) management company or hotel builds and manages a new team. In addition to helping in determining the plan, it also helps in determining the human resources needed and the procedures for implementing the recruitment. This flowchart can help determine the strengths and weaknesses of the recruitment process and allow for proper planning and improvement. A recruitment process flowchart can help reduce the amount of time required to complete the recruitment process. The Selection Team can use this flowchart to improve the results of the recruitment process.

Morrissey Hotel Jakarta is committed to providing excellent service to all customers, so the selection team carries out every process in great detail and ensures that the message to be conveyed to the receptionist candidate can be understood and implemented.

Analysis of the “Message” dimension in Corporate Communication, Argenti

The message that Morrissey Hotel Jakarta wants to convey to the receptionist candidates is Brand Identity which consists of the vision, mission, corporate values and culture of the company in conducting business in the hotel industry. Morrissey Hotel wants to ensure that in the recruitment and onboarding process, it is very important for the selection team to ensure that the receptionist candidates are in line with the message conveyed, namely its brand identity.

The tagline in Morrissey Hotel's vision, namely " *Hospitality is love in action* ", is emphasized in the recruitment process, so that receptionist candidates will embody it in daily operations for guests who will certainly receive good service from the receptionist.

Like the 5 Corporate Values owned by Morrissey Hotel that the receptionist candidates want to understand and have a big impact if all customers follow *the corporate values, such as Community (Appreciate the world we live in), Integrity (Committed to do it right), Change (Embrace creativity and imaginations), People (One team one family) & Service (Passionate in making people happy)*.

The selection team carries out a professional and well-organized approach, in verbal communication, the selection team explains in great detail the receptionist tasks to be performed such as: Using Language and Communication that is in harmony with the brand, Introducing Hotel Facilities in a way that is in harmony with the brand, Managing guest experiences that strengthen brand identity, Providing Information that is in harmony with the Hotel Philosophy, Managing the Appearance and Cleanliness of the Reception Area & Receiving Feedback and Responding in a Way that is in accordance with the Brand.

Morrissey Hotel emphasizes the importance of a professional and structured approach to show a friendly and elegant attitude, which reflects the hotel's values of hospitality and trust. They create the impression that this hotel is a place that welcomes employees with a positive and inclusive attitude. They carefully ensure that the receptionist candidates understand and they provide encouragement to love their work well in accordance with the Morrissey Hotel vision, which is "to love and inspire through hospitality".

Analysis of the “Constituences” dimension in Corporate Communication, Argenti

The constituents of Morrissey Hotel in this recruitment process are receptionist candidates. The Selection Team proactively asks clarification questions after explaining the job duties and expectations, to ensure that the receptionist candidates fully understand what is expected from the company. By actively asking the receptionist candidates to repeat the information they received, this ensures that there is no misunderstanding, if there is confusion, the selection team patiently explains further.

Then the selection team conducted an interactive approach and two-way discussion, not only explaining, but inviting them to brainstorm and ask questions during the interview and recruitment process. With this approach, it is possible to assess the extent to which prospective receptionists understand and receive the message conveyed, and clarify if there is anything unclear. This two-way communication also provides space for candidates to feel involved and appreciated.

Analysis of the dimensions of “*Feedback to company*” in Corporate Communication, Argenti.

By approaching directly after the recruitment session. Usually the selection team asks things like whether the interview process was clear enough or maybe the interview process was too long, whether they felt they were not well informed about the company culture, or whether they felt comfortable with the way the communication was done.

The importance of underlining The feedback obtained is used to improve certain elements of the selection process, such as improving the way information is conveyed or making the interview atmosphere more relaxed. This approach also helps the selection team maintain good relations with candidates who may not have been selected, so that they feel valued.

Then, the selection team also collects feedback from receptionist candidates through a post-interview survey sent via email. The feedback received is then analyzed to identify areas that need improvement, such as information delivery or interview duration. The results of this analysis are used to compile internal reports and to make recommendations for improvements in the recruitment process, such as simplifying the interview stages or providing more in-depth information about the company's values before the interview takes place.

Implementation of Interpersonal Communication Theory, Devito

Analysis of Openness in Interpersonal Communication

Morrissey Hotel Jakarta shows openness *to* every receptionist candidate, the Selection Team provides transparent information to prospective employees about the stages of the recruitment process, schedules, and what to expect during the process. For example, the selection team informs that after the interview stage, prospective employees will be informed within two weeks about the results of the selection, whether or not they will continue to the next recruitment stage. With openness *from* the beginning to prospective receptionists, it will provide clarity in them following a healthy and clear recruitment process at Morrissey Hotel.

The recruitment team is very open to questions from prospective receptionists and always provides an opportunity for further discussion. In every interview, the team always proactively invites prospective receptionists to ask questions about anything they feel is important, whether related to the job, the hotel culture or the recruitment process itself. The selection team ensures that they provide a dedicated time at the end of the interview for a Q&A session, ensuring that candidates feel valued and understood. The recruitment team also patiently answers each question in detail and without rushing, creating a transparent and inclusive atmosphere. However, there are still time constraints that affect how much discussion can be had. Because while the recruitment team always accommodates questions, if time is limited, they provide short answers and emphasize continuing the discussion further via email or follow-up conversation if the candidate is selected. This ensures that the discussion remains productive and relevant to the purpose of the interview, and the candidate feels valued and given the opportunity to get the clarification they need.

Empathy Aspect Analysis

Morrissey Hotel Jakarta's Selection Team highly values empathy in the recruitment process, by respecting the feelings of prospective employees. The Selection Team realizes that interviews can be a stressful experience, and they show empathy by creating a pleasant atmosphere. If candidates feel nervous, anxious or have difficult questions, the selection team invites them to ask for an explanation, to ensure that both parties truly understand each other.

Then the selection team empathizes if there is a case example, a receptionist candidate who is late and gets rained on on the road. Not immediately in the name of being *on time*, but also looking at it from an empathetic perspective. They show concern and continue the interview even to the point of making hot tea so that the candidate feels comfortable during the interview process. A pretty good effort from Morrissey Hotel Jakarta to show empathy towards clients. Empathy in this context can be interpreted as the ability to understand and respond to the feelings and perspectives of others.

While many prospective receptionists expressed anxiety during the interview, the Morrissey Hotel recruitment team responded with empathy and provided a more detailed explanation of the job on offer, the recruitment team listened carefully to the prospective receptionist's concerns and provided in-depth answers regarding the responsibilities, training available, and support provided by the recruitment team. This is normal in the recruitment process, especially when someone is applying for a new role. They ensured that prospective employees felt more at ease by showing that Morrissey Hotel is very supportive of new employees in their transition and has an inclusive and helpful culture.

With a positive approach and providing mental support. If candidates seem concerned about the job's suitability to their abilities, the selection team will emphasize that every individual has a learning and self-development process in the workplace. They tell candidates that the hotel provides training and mentors who can help them overcome challenges they may face.

Supportive Attitude Aspect Analysis (Supportiveness)

Morrissey Hotel's selection team provides a supportive attitude if prospective employees have difficulty in answering questions or feel hesitant, the selection team provides emotional support and reassures them to stay calm, encouraging them to answer as best they can. Then provide information that helps candidates make decisions, The selection team not only focuses on assessing prospective employees, but also helps them understand the overall picture of the company and work culture so that prospective employees can make more informed decisions, so by valuing diversity in the workplace and providing ongoing training for each employee, the selection team can ensure that Morrissey Hotel is committed to supporting the career development of each employee.

Morrissey Hotel Jakarta also provides positive encouragement when facing physical challenges. For example, as a receptionist, no one should have buck teeth, but the candidate is smart in explaining his work and quickly understands the Morrissey Hotel *brand identity*, so the recruitment team continues to provide support to use braces to straighten his teeth so that the receptionist candidate feels supported and given encouragement to strengthen their self-confidence.

In some situations, the selection team also act as mentors for candidates who may feel inexperienced or anxious about the interview. They provide real-life examples from their own experience or from receptionists who have worked at Morrissey Hotel to show that these skills can be developed over time. By providing this perspective, the selection team help candidates feel more prepared and supported to perform to the best of their ability without feeling overwhelmed by expectations.

Analysis of Positive Attitude Aspects (Positiveness)

With the selection team showing enthusiasm for prospective employees, both through verbal and non-verbal communication (such as smiling or open body language). This provides positive energy and increases the comfort of prospective employees during the interview. It is also important to create a friendly atmosphere, creating pleasant interactions without reducing professionalism. This makes prospective employees feel more comfortable and can show their potential more.

A positive attitude in the context of communication reflects optimism, self-confidence, and a positive outlook on situations and people. The selection team consistently expressed optimism toward prospective receptionists, even if they were lacking in some aspects. Whenever prospective receptionists showed deficiencies, the selection team patiently provided suggestions for improvement, such as recommending additional training or practical experience that could help them grow. The selection team then complimented the strengths that prospective receptionists already had, then provided clear direction on steps to be taken to overcome existing weaknesses.

Morrissey Hotel prioritises potential and willingness to learn, not just current ability, by providing ample opportunities to learn and develop, so candidates feel supported in their development journey and can do better in the future.

Equality Aspect Analysis

Discrimination in interviews often occurs and of course, aside from the aspect of equality, the Morrissey Hotel selection team ensures that the questions asked to prospective employees are related to the job being applied for and do not contain any elements of discrimination based on gender, race, religion, or other personal factors. They provide equal opportunities for all candidates, regardless of their background, to be treated fairly during the recruitment process.

Equality in interpersonal communication refers to the view that each individual involved is seen as having equal value and is treated fairly without bias in decision making.

Morrissey Hotel Jakarta ensures there is no bias by following a structured and clear recruitment process. Each prospective employee is assessed based on predetermined criteria, such as relevant skills, work experience, and fit with the company culture, rather than on irrelevant personal attributes or backgrounds. The selection team also involves several team members from different *backgrounds & experiences* in the interview and recruitment process. This diversity of perspectives helps ensure that decisions are made more objectively and are not influenced by personal views or preferences that can lead to bias.

The selection team then discusses the evaluation results together, focusing on the competency and potential of the receptionist candidate, and identifying any potential biases that may have arisen during the process. In this way, recruitment decisions are based on a more holistic and fair assessment.

CONCLUSION

Based on the results of the discussion and data processing in the previous chapter, it can be concluded that:

1. The Selection Team from Morrissey Hotel Jakarta, uses a structured and coordinated Argenti communication strategy model in every stage. The process involves *2 ways of communications* between the selection team & receptionist candidates. This process begins with Morrissey Hotel Jakarta compiling its communication strategy (*Brand Identity*) and the communication strategy or message is conveyed to the constituency (Receptionist Candidate) which is carried out carefully to ensure that the receptionist candidate is able to present the hotel's *brand identity* well. Then the constituency (receptionist candidate) provides feedback to Morrissey Hotel Jakarta, which will then be analyzed to improve the next recruitment process.
2. Strategy Communication in the recruitment process is very influential in maintaining the consistency of the Morrissey Hotel Jakarta *Brand Identity*. In the recruitment process, the Selection Team uses interpersonal communication theory to ensure that they use an interpersonal approach to explore the full potential of receptionist candidates, so as not to only look for candidates with technical skills, but also the ability to communicate well in accordance with the values and image of the hotel brand.

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