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Developing Effective Communication in Human Resource Management at Sharjah Coop, United Arab Emirates

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*Master of Management, Faculty of Economics and Business
Universitas Primagraha
Banten, Indonesia*
6110122023@upg.ac.id

2nd John Chadir

*Master of Management, Faculty of Economics and Business
Universitas Primagraha
Banten, Indonesia*
johnchadir@primagraha.ac.id

3rd Ali Imron

*Management, Faculty of Economics and Business
Universitas Sultan Ageng Tirtayasa, Indonesia
Banten, Indonesia*
research082018@gmail.com

4th Asep Ivan Permana

*Master of Management, Faculty of Economics and Business
Universitas Primagraha
Banten, Indonesia*
aseppermata2013@gmail.com

Abstract –

This study examines strategies to improve communication in Human Resource Management (HRM) at Sharjah Coop, one of the largest retail companies in the United Arab Emirates. A qualitative approach was applied through interviews with key informants, participatory observation, and analysis of internal documents. Using Shannon-Weaver and Berlo's SMCR models, the study assessed current practices, identified barriers, and proposed improvements. Findings indicate that although digital tools such as email, WhatsApp, and Microsoft Teams are widely used, communication continues to face challenges related to cultural and language diversity, information overload, and limited feedback loops. The study therefore recommends structured communication training, optimized digital platform use, and enhanced feedback mechanisms to support clarity and inclusivity in daily HR practices. This research contributes theoretically by integrating classical communication models into HRM practice, and practically by offering low-cost, actionable strategies to enhance communication effectiveness in multicultural organizations. It highlights the importance of balancing technological tools with human interaction to strengthen coordination, engagement, and productivity in HRM.

I. INTRODUCTION

Communication is widely acknowledged as a key determinant of organizational effectiveness. In the context of Human Resource Management (HRM), effective communication not only transmits information but also builds trust, increases employee engagement, and strengthens teamwork (Robbins & Judge, 2024), (Fikri et al., 2022) e). Conversely, poor communication often results in misunderstandings, reduced morale, and lower performance (Paulus et al., 2022).

The organization has made significant progress in adopting digital tools to improve coordination, though challenges remain in maintaining message clarity across multiple cultural and linguistic groups. Sharjah Coop, one of the largest retail organizations in the United Arab Emirates, employs a multicultural workforce representing diverse nationalities (Setiawati et al., 2025), languages, and cultural backgrounds. While digital tools such as email, WhatsApp, Microsoft Teams, and helpdesk systems facilitate information sharing, barriers such as information overload, limited feedback loops, and cultural differences remain prevalent (TOKSÖZ, 2021). Prior studies show that multicultural environments often amplify communication challenges, especially when organizational hierarchies restrict upward communication or when digital platforms are not optimally utilized (Muyanga & Phiri, 2021).

To analyze these issues, this study applies two classical models of communication. The Shannon-Weaver model explains the linear flow of messages and highlights the role of “noise” in disrupting clarity (Tahalele et al., 2023). Meanwhile, Berlo’s SMCR model emphasizes interpersonal factors such as knowledge, attitudes, skills, and cultural background that shape the effectiveness of both sender and receiver (Alendra & Hartono, 2024). Both models are illustrated in Figure 1 and Figure 2, providing the conceptual basis for understanding how communication functions and fails in organizational contexts.

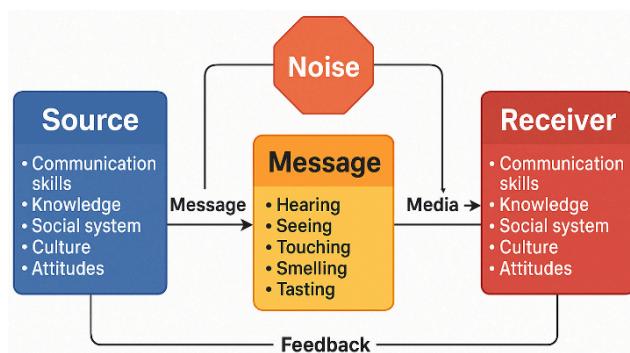


Figure 1. Shannon-Weaver Model of Communication

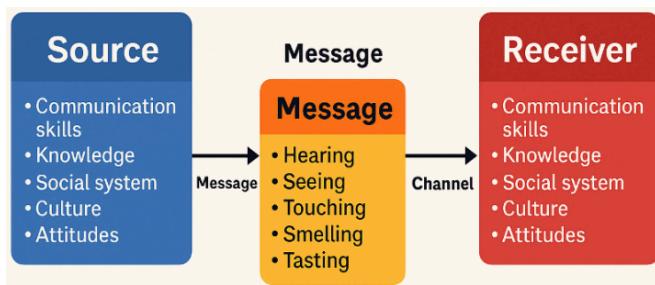


Figure 2. Berlo's SMCR Model

Based on these frameworks, this research seeks to:

1. **Analyze how communication theories are applied in HRM at Sharjah Coop.** The first objective is to evaluate the relevance and practical application of classical communication theories, particularly the Shannon-Weaver model and Berlo's SMCR model, within the HRM practices of Sharjah Coop. This involves examining how HR managers and employees transmit messages, the extent to which feedback loops are established, and how noise—whether technical, cultural, or organizational—affects the communication process. By grounding the

analysis in theory, the study aims to determine whether Sharjah Coop's communication practices align with established models of effective communication or diverge due to its multicultural and dynamic environment.

2. **Identify existing communication practices and challenges.** The second objective is to map the current communication systems employed by Sharjah Coop, such as the use of email for formal correspondence, WhatsApp for urgent updates, and Microsoft Teams for collaborative work. This objective goes beyond describing tools by assessing how these platforms are used in practice, the efficiency of their utilization, and the organizational norms that shape communication. At the same time, it identifies challenges such as inconsistent message delivery, lack of clarity in hierarchical instructions, or employees' limited ability to provide upward feedback due to cultural or structural constraints.
3. **Explore barriers affecting communication effectiveness.** The third objective is to investigate specific obstacles that hinder communication effectiveness. These barriers include cultural and language differences among employees from diverse national backgrounds, information overload caused by excessive group messages, and technological disruptions that affect digital communication tools. Furthermore, organizational barriers such as rigid hierarchies or limited cross-departmental coordination are also considered. By identifying these barriers, the study highlights critical gaps between intended communication and the actual messages received and interpreted by employees.
4. **Propose strategies to enhance organizational communication and employee productivity.** The final objective is to provide actionable recommendations to improve communication systems at Sharjah Coop. These include proposing structured cross-cultural communication training programs, developing bilingual glossaries to reduce language misunderstandings, implementing open-door policies to foster feedback, and optimizing digital platforms to manage information more efficiently. These strategies are designed not only to strengthen communication but also to enhance employee productivity, engagement, and overall organizational performance. By bridging the gap between theory and practice, the study contributes to creating a more adaptive and effective HRM communication framework suited for a multicultural retail organization in the UAE.

Existing research highlights that communication effectiveness in organizations is determined not only by the choice of channel but also by governance, training, and organizational culture (Andita & Yusuf, 2021),(Harmen et al., 2024). For instance, the adoption of digital platforms such as Teams or WhatsApp without standardized rules can lead to information overload, duplication, and message distortion. Similarly, the absence of intercultural awareness programs often results in misinterpretation of tone, idioms, or intent, thereby reducing trust and collaboration across diverse team (Winata Reihan Arya & Nasution Padli, 2023),(Alamsyah et al., 2024).

In the UAE context, where the retail sector relies heavily on multicultural workforces, these challenges are further amplified (TOKSÖZ, 2021), (Muyanga & Phiri, 2021). Sharjah Coop, a major retail cooperative in the UAE, provides a relevant case for examining how communication practices are shaped by both technological adoption and human factors. While digital tools are already embedded in daily operations, their effectiveness depends on the clarity of usage norms, integration with helpdesk systems for task and complaint management, and employees' ability to adapt communication styles across cultures.

The novelty of this study lies in its integration of classical communication theories with practical HRM communication systems within a multicultural retail environment. Unlike previous studies that focused mainly on single-channel analysis or general HR practices, this research bridges theory and practice by mapping specific barriers—such as information overload, cultural gaps, weak feedback loops, and uneven digital literacy—into targeted recommendations involving governance, platform optimization, and people development (Imron et al., 2024). Furthermore, the study contributes to both theory and practice. Theoretically, it demonstrates how the Shannon-Weaver and Berlo's SMCR models remain relevant for diagnosing communication breakdowns in digital, multicultural organizations. Practically, it offers actionable strategies—such as subject-tagging standards, bilingual glossaries, structured feedback routines, and optimized use of digital platforms—that can be implemented without major system overhauls (Zubaidi & Laila, 2022),(Reinhard Pasaribu et al., 2025). By grounding the analysis in both communication models and organizational realities, this paper positions Sharjah Coop as a case study with broader implications for other multicultural companies in the GCC region and beyond. The findings are expected to provide HR leaders, policymakers, and managers with practical, low-cost, high-impact strategies to enhance communication effectiveness, strengthen employee voice, and improve organizational performance in dynamic business environments.

II. METHOD

A. Research Design and Setting

This study employs a qualitative descriptive design to allow an in-depth exploration of communication dynamics within HR operations at Sharjah Coop. The qualitative approach emphasizes rich and contextual understanding rather than numerical generalization, enabling the researchers to capture the lived experiences and perceptions of both employees and managers in their natural work environment (Yusron, 2025).

B. Participants and Sampling

Participants in this study consisted of eleven informants selected through purposive sampling based on their direct involvement in daily HR communication activities at Sharjah Coop. The group included managers and staff from the IT, HR, Finance, and Operations departments, ensuring that various functional perspectives were represented across the organization. To enhance the credibility and contextual understanding of the findings, non-participant observations were also conducted within the same departments involving the same participants observed in their natural work settings. This connection between interviewees and observed subjects ensured coherence between participant perspectives and the communication behaviors recorded during field observation.

Data were collected using three complementary techniques designed to triangulate findings across different sources:

1. **In-depth interviews** with eleven informants, each lasting approximately 45–60 minutes, audio-recorded with prior consent and transcribed verbatim.
2. **Non-participant observations** focusing on day-to-day communication patterns and interactions among managers and staff during meetings, digital correspondence, and operational coordination.
3. **Document analysis** of HR-related materials, including policies, standard operating procedures (SOPs), and internal communications such as emails, memos, and digital platform messages.

This integrated approach provided both behavioral and narrative data, allowing for a comprehensive understanding of communication dynamics and cultural nuances within Sharjah Coop's HR operations.

C. Data Collection Procedures (Final Human-Academic Version)

Data collection was conducted over a four-week period using three complementary qualitative techniques—interviews, observations, and document analysis—to obtain comprehensive and triangulated evidence of communication practices within Sharjah Coop.

- **First, in-depth interviews** were carried out with eleven informants, each lasting approximately 45–60 minutes. These sessions were conducted face-to-face in the participants' work environment, audio-recorded with prior consent, and transcribed verbatim. The interviews explored participants' perceptions of communication channels, feedback mechanisms, and barriers to clarity across departments.
- **Second, non-participant observations** were undertaken to capture authentic behavioral patterns and communication dynamics as they naturally occurred. Observations focused on staff interactions during meetings, daily briefings, and digital correspondence through WhatsApp, email, and Microsoft Teams. This approach provided contextual validation of the interview data and revealed implicit cultural norms that might not be explicitly articulated by participants.
- **Third, document analysis** was performed to examine organizational communication artifacts. These included HR policies, standard operating procedures (SOPs), circulars, emails, memos, and messages exchanged on internal digital platforms. Reviewing these materials enabled the researchers to trace the formal structure and tone of communication, compare it with observed practices, and identify discrepancies between intended and actual information flow.

By combining these three methods, the study ensured methodological triangulation—linking what participants said, what they did, and what the organization documented. This multi-source approach strengthened the validity of interpretations and enhanced the richness of the qualitative data collected.

D. Data Analysis

The collected data were analyzed using the interactive model of Miles and Huberman (1994), which provides a systematic framework for qualitative data analysis. This model consists of three interrelated components—data reduction, data display, and conclusion drawing/verification—that occur in a cyclical and iterative manner throughout the research process.

- **Data reduction** involved open and focused coding of interview transcripts, observation notes, and organizational documents. During this phase, raw data were condensed into meaningful units, categorized by themes such as communication channels, barriers, feedback patterns, and cultural dynamics. Recurrent concepts were grouped and refined to highlight relationships between communication behavior and organizational context.
- **Data display** was achieved through the construction of matrices, thematic tables, and narrative charts that facilitated the visualization of emerging patterns. These displays helped the researchers to identify links between employee perceptions, observed interactions, and organizational policies. Visual summaries were used to compare the alignment between formal communication systems (e.g., HR policies, SOPs) and informal practices observed in daily operations (Alfarizy et al., 2025).
- **Conclusion drawing and verification** were carried out by interpreting the thematic relationships and cross-checking them through triangulation among interviews, observations, and documents. Patterns and anomalies were validated through member checking, ensuring that interpretations accurately reflected participant experiences. The analysis process was iterative—moving back and forth between data and emerging insights until conceptual saturation was achieved.

This comprehensive approach allowed the study to capture not only the structural flow of communication but also the underlying human factors influencing it. The iterative use of Miles and Huberman's model ensured that findings were grounded, credible, and contextually representative of communication practices within Sharjah Coop.

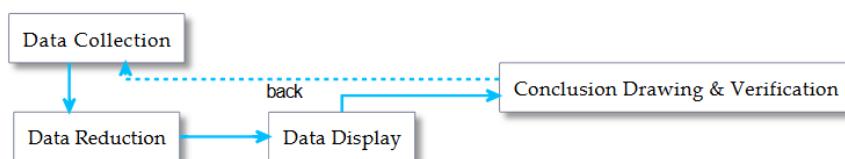


Figure 3. Miles & Huberman's Interactive Model of Data Analysis

E. Trustworthiness and Ethics

"To ensure research rigor, credibility was achieved through triangulation and member checking. Dependability and confirmability were maintained by audit trails, while transferability was supported through contextual descriptions. Ethical approval and participant consent were obtained, and all data were handled confidentially for academic use only."

III. RESULTS AND DISCUSSION

A. Overview of Participants

The study involved eleven participants representing various departments across Sharjah Coop, including IT, Human Resources, Finance, Marketing, Operations, and Sourcing. Participants were purposefully selected based on their direct involvement in HR-related communication. They occupied a range of functional roles—from managerial to technical and administrative—allowing the study to capture perspectives across hierarchical levels and operational functions. To maintain confidentiality, all participants were assigned anonymous codes (P1–P11), and specific job titles were replaced with functional role categories. This approach aligns with ethical standards while preserving the diversity of perspective.

TABLE 1. PARTICIPANT PROFILE

Code	Department	Functional Role	Informant Category
P1	IT	Managerial	Key Informant
P2	IT	Technical	Supporting Informant
P3	IT	Technical	Supporting Informant
P4	IT	Technical	Supporting Informant
P5	Operations	Analytical	Supporting Informant
P6	HR	Administrative	Supporting Informant
P7	HR	Administrative	Supporting Informant
P8	Finance	Managerial	Supporting Informant
P9	Marketing	Creative	Supporting Informant
P10	IT	Cyber/Network	Supporting Informant
P11	Sourcing	Data Coordination	Supporting Informant

Note. Codes are used to maintain anonymity while ensuring clarity of participant roles and departmental representation. The inclusion of both managerial and staff-level perspectives enabled the study to explore communication processes vertically (top-down and bottom-up) and horizontally (cross-departmental), providing a balanced understanding of Sharjah Coop's internal communication ecosystem.

B. Organizational Communication Patterns

Findings indicate that Sharjah Coop employs a multi-channel communication structure designed to support different operational needs (Chaidir et al., 2025).

- Email functions as the official medium for policy dissemination, documentation, and formal approval.
- WhatsApp is widely used for urgent updates, shift coordination, and incident reporting due to its speed and accessibility.
- Microsoft Teams supports team collaboration through structured channels, chat threads, and file sharing, allowing asynchronous workflows across departments.

This integration demonstrates a deliberate distribution of functions: *email for formality, WhatsApp for immediacy, and Teams for collaboration*. However, the system's effectiveness is constrained by several recurring issues observed across departments and confirmed through triangulation.

C. Identified Barriers

Four major communication barriers were consistently reported:

1. Information Overload – Long, mixed WhatsApp conversations cause essential updates to be buried among unrelated messages.
2. Cross-Cultural and Language Gaps – Employees from different linguistic and cultural backgrounds often misinterpret tone and idioms.
3. Weak Feedback Loops – Hierarchical norms discourage staff from seeking clarification or providing acknowledgment.
4. Technological and Usage Inconsistencies – Uneven digital literacy and lack of standardization reduce the effective use of Teams and email.

These findings are aligned with (Wuersch et al., 2024), who found that platform misuse and unstructured messaging reduce clarity and increase redundant work in digital communication systems.

TABLE 2. KEY COMMUNICATION BARRIERS AND OPERATIONAL IMPLICATIONS

Barrier	Typical Manifestation	Primary Model Lens	Operational Implication
Information overload	Long, mixed WhatsApp threads	Shannon-Weaver (noise)	Missed deadlines; lost actions
Cross-cultural/language gaps	Misread tone or idioms	SMCR (source/receiver attitudes)	Friction; reduced trust
Weak feedback loops	Few read-backs or acknowledgments	Shannon-Weaver (feedback)	Low reliability of execution
Tech/usage inconsistency	No threads/mentions; file copies	Both (channel and skills)	Version drift; duplicated work

D. Theoretical Interpretation

The results were analyzed using Shannon-Weaver's Communication Model and Berlo's SMCR Model as theoretical lenses.

- Shannon-Weaver emphasizes the role of *noise* and *feedback loops* in ensuring message clarity. In Sharjah Coop, noise emerged in the form of excessive group messages, unstable connections, and unclear message routing.
- Berlo's SMCR Model highlights interpersonal dimensions such as knowledge, attitude, and skill differences between senders and receivers. Miscommunication frequently occurred when technical staff used jargon unfamiliar to HR or operations staff.

Together, these models provide a comprehensive understanding of how both technical factors (channels, noise) and human factors (skills, culture) jointly affect communication effectiveness within the organization.

E. Recommended Improvements

The identified barriers were analyzed using two classical communication models—Shannon-Weaver and Berlo's SMCR—which provide a theoretical foundation for developing improvement strategies. The Shannon-Weaver model clarifies how *channel selection* and *noise* affect message accuracy, particularly in overloaded chats or during unstable network connections. It also shows how fragile *feedback loops* reduce message reliability and lead to delayed or unclear responses. Conversely, Berlo's SMCR model emphasizes interpersonal dynamics—differences in

knowledge, attitudes, and communication skills—that influence how messages are encoded and decoded across departments. Misunderstandings often arise when formal instructions are transmitted through informal channels such as WhatsApp, or when employees from different cultural backgrounds interpret messages differently (Alendra & Hartono, 2023). Together, these models explain why digital tools alone cannot guarantee clarity without governance and capability-building mechanisms (Ruiz et al., 2024). Building on these theoretical insights, this study proposes three dimensions of improvement—process, platform, and people—that together form a comprehensive strategy for enhancing communication within Sharjah Coop.

1. Process and Governance

Communication should be standardized to minimize ambiguity and message loss.

- Adopt consistent subject tags such as [HR-POLICY], [ACTION REQUIRED], or [INFO] for message classification.
- Require closed-loop acknowledgments (e.g., “ACK by 16:00”) to ensure message confirmation.
- Define clear routing rules distinguishing between email (formal documentation), Microsoft Teams (collaboration), and WhatsApp (time-sensitive alerts).
- Enforce concise summaries in *TL;DR* format, focusing on a single topic per message to prevent misinterpretation.
- Archive completed threads to maintain organized records and reduce clutter.

2. Platform Optimization

Digital platforms must be governed systematically to prevent overload and redundancy.

- Microsoft Teams should promote structured use of channels, threads, and @mentions, with pinned summaries for visibility.
- All finalized documents should be stored in a single repository (e.g., HR Portal) instead of being repeatedly attached in multiple chats or emails.
- WhatsApp broadcasts should be restricted to essential updates, and digest summaries should be shared weekly to consolidate messages.
- Research confirms that structured platform usage significantly improves information retrieval and reduces duplication (Alendra & Hartono, 2023).

3. People and Capability

Technical tools are effective only when users possess adequate communication and cultural skills.

- Conduct short, focused training sessions (*micro-trainings*) on plain-language writing, message structuring, and digital etiquette.
- Develop bilingual glossaries and visual “one-page explainers” to minimize misinterpretations in a multicultural environment.
- Encourage *read-back practices*—for example, confirming instructions verbally or in writing (“So the deadline is...?”)—to reduce assumptions.
- Organize periodic listening sessions and anonymous pulse surveys to reinforce two-way communication. These actions are consistent with previous studies (Alamsyah et al., 2024), who emphasize that governance and skill development must progress in parallel to ensure long-term communication effectiveness.

4. Expected Outcomes

The implementation of these measures is projected to:

- Enhance message clarity and reduce information overload,
- Improve response reliability through feedback mechanisms,
- Strengthen employee voice by promoting open, two-way communication,
- Increase organizational productivity through reduced redundancy and faster decision-making.

Figure 4 below illustrates the relationship between barriers, recommended improvements, and expected outcomes within Sharjah Coop’s communication system.

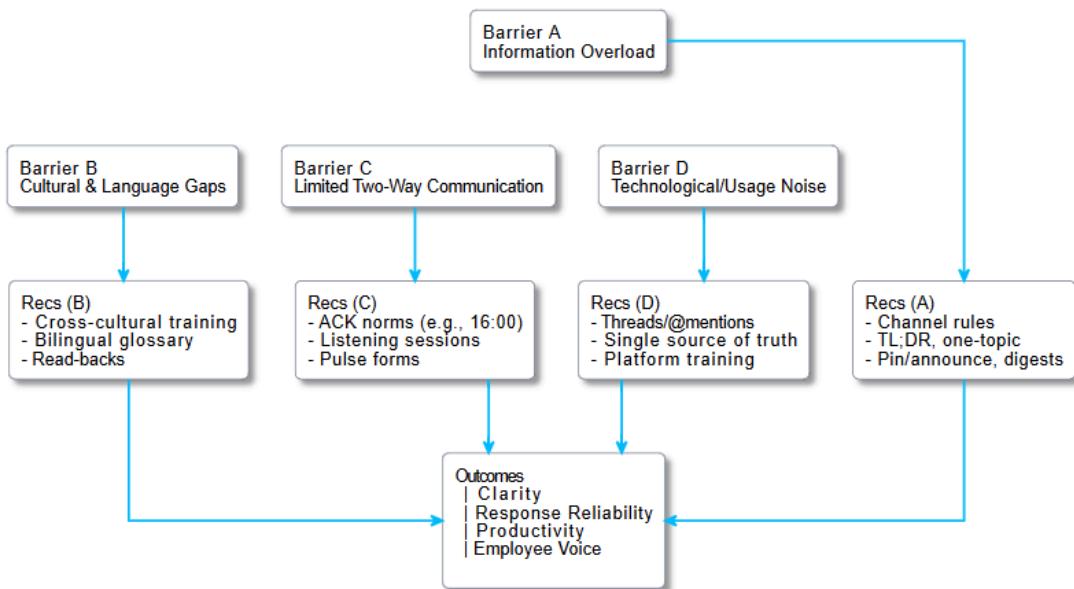


Figure 4. Pyramid of Communication Barriers, Recommendations, and Outcomes

F. Summary of Findings

The results of this study demonstrate that communication effectiveness at Sharjah Coop is determined by the interaction between technical infrastructure and human capability. While digital platforms such as Email, Microsoft Teams, and WhatsApp provide structural efficiency, their success depends on how employees understand, interpret, and manage these tools within a multicultural environment. The integration of Shannon-Weaver and Berlo's SMCR models provides a balanced diagnostic perspective—combining technical clarity with human understanding. By applying both models, this study identifies that the most significant barriers stem not from the absence of technology, but from inconsistent message routing, cultural interpretation gaps, and weak feedback mechanisms. The recommended framework—Process, Platform, and People (3P)—bridges theory and practice, ensuring that communication systems are governed systematically, tools are used effectively, and individuals are equipped with the skills necessary for meaningful interaction. When implemented, this framework can serve as a scalable communication governance model for multicultural organizations in the GCC region, enabling stronger coordination, faster decisions, and higher employee engagement across departments.

IV. CONCLUSIONS

This study concludes that communication effectiveness at Sharjah Coop is influenced by the interaction between technical systems and human factors. The organization's use of multiple channels—email, WhatsApp, Microsoft Teams, and the helpdesk platform—**appears to support** flexibility and efficiency in daily operations. However, persistent barriers such as information overload, cross-cultural and language differences, weak feedback loops, and inconsistent platform usage continue to hinder optimal communication flow.

By applying the Shannon-Weaver and Berlo's SMCR models, the research highlights how both technical and interpersonal dimensions shape communication outcomes. These models remain relevant in diagnosing issues in digital and multicultural workplaces.

Practically, the study proposes three strategic levers to improve organizational communication: (1) Process and governance—standardizing message formats and acknowledgment routines; (2) Platform optimization—promoting structured and consistent use of digital tools; and (3) People and capability—developing employees' communication and intercultural competencies. Implementing these approaches may enhance message clarity, strengthen feedback reliability, and support productivity across departments.

While limited to a single qualitative case, efforts such as data triangulation and anonymized reporting were applied to ensure credibility. Future research could expand to multi-site or mixed-method studies to validate these insights across different organizational settings.

In conclusion, Sharjah Coop and similar organizations may strengthen communication sustainability by aligning governance, technology, and human capability to foster clearer, more inclusive, and effective communication practices in multicultural environments.

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