

## Communicative Governance Through the Strategic Role of Cabin Crew in Building Public Trust (Study Ethnography in Hajj Depature 2025)

Helsya Suhesti  
Henni Gusfa

Departement of Magister Communication, Mercu Buana University, Jl. Meruya Selatan, Jakarta 11650, Indonesia.

### Abstract

This study examines the governance of professional communication through the strategic role of cabin crew in the 2025. Hajj travel involves intense emotions, logistical complexity, and diverse pilgrim, requiring exceptionally high communication standards. Although cabin crew deliver frontline safety and service, they function as strategic agents that embody organizational and governmental integrity, thereby shaping public trust. Using a qualitative case study desgin, data were collected through participant observation on Hajj flights, in-depth interviews with cabin crew and Garuda Indonesia management. Analysis of training documents and on board communication protocols. The study identifies communication strategies, patterns, and content used to manage expectations, provide reassurance, and respond to critical on board situations. Findings show that communicative governance emerges from intensive empathetic, cabin crew empowerment for on decision-making, and coordination action. Communicative governance is structures, strategic communication and coordinating organizational with public to build corporate trust. Trust is sustained through transparent, proactive, and adaptive to the need os the pilgrims' include spiritual. The study concludes that in complex and sensitive service contexts. frontline strategic agents are central to corporate communication governance and offers a transferable for trust-building in the services industry.

**Corresponding Author:**  
Henni Gusfa

**Email:**  
[henni.gusfa@mercubuana.ac.id](mailto:henni.gusfa@mercubuana.ac.id)

**Article History:**  
Received: December 5, 2025  
Accepted: May 20, 2026  
Published: May 20, 2026

**Publisher:**  
LPPM Institut Bisnis  
dan Informatika  
Kwik Kian Gie

Selection and Peer-review  
under the responsibility of the  
Editor Team of Jurnal  
Komunikasi dan Bisnis.

 OPEN ACCESS

### Keywords

communication governance, corporate trust. cabin crew, hajj services

## INTRODUCTION

In the aviation industry, airline communication is essential for shaping passengers' experiences and sustaining public trust, particularly during high-stakes travel such as the hajj pilgrimage. In practice, ambiguous information or delayed communication can rapidly undermine perceived reliability and safety. Trust building communication strategies in the aviation sector have therefore been shown to work when messages directly address public concern, such as by creating a sense of security and comfort through structured communication activities across channels, including news publication, community engagement, and social media (Nugroho et al., 2024)

In the Indonesia Hajj context, Garuda Indonesia representational national credibility while providing frontline services to disserve pilgrims. Yet, challenges remain in maintaining consistent professionalism and empathy across the services process. Empirical studies in aviation-related service setting highlight that good communication pattern. Especially clarity, responsiveness, and adherence to procedure (SOPs) are closely linked to passenger trust in the information provided by service staff (Bentley, 2024). Moreover, trust oriented communication is particularly relevant for elderly pilgrims, for whom specific service procedures and support system are organized through the hajj framework, including "Haji Ramah Lansia" implementation and targeted assistance at multiple service point (Uyuni & Adnan, 2024).

Research gap despite evidence that communication strategies can build public trust in aviation services (Nugroho et al., 2024) and that clarity SOP compliance support trust in airport customer services context (Indarwati H et al., 2024), there is limited research on how communication governance is acted specifically by cabin crew as strategic agents during hajj departure operations a context characterizes by intense emotion, logistical complexity and vulnerability of elderly pilgrims (Uyuni & Adnan, 2024). As a result, the existing literature has not sufficiently explained how professional communication governance is operationalized, reassurance, and coordination to sustain or restore public trust.

Accordingly this investigates, how does professional communication governance, through strategic role cabin crew, build public trust during hajj departure operation?. Objectives to analyse cabin crew communication strategies in managing pilgrims' emotional and logistic needs, and how cabin crew as strategies agents connecting corporate governance and public perception, propose a governance excellent communication model applicable to complex public services setting and explore coordinated communication with hajj stakeholders enhances services quality for vulnerable group, particularly elderly pilgrims (Uyuni & Adnan, 2024).

## METHODS

This study employs a qualitative approach framed within a constructivist paradigm to support an interpretive understanding of how governance of professional communication in cabin crew, pilgrims and organizational practices within context of hajj departure (Creswell & Creswell, 2017). In addition, the design is guided ethnographic (Saukko, 2003). Enabling to capture the authentic lived experiences of Hajj pilgrims and the Garuda Indonesia cabin crew during hajj departure.

**Data Collection and Reflective Ethnography** In accordance with Paula Saukko's principles, this research emphasizes critical reflection. As an ethnographer, the researcher is not merely a passive observer but is actively involved in "producing" the researched reality. This involves a dialectical interaction between the researcher and the subjects during several stages: **Participant Observation:** Conducting direct observations on Hajj flights to record verbal and non-verbal communication patterns. **In-depth Interviews:** Engaging in meaningful dialogues with key actors to uncover deeper motivations and strategies. **Document Analysis:** Reviewing training manuals, communication protocols, and Global Corporate Governance (GCG) guidelines of Garuda Indonesia.

**Participants and Polyvocality.** To ensure a robust and credible analysis, this study adopts a polyvocal approach, incorporating multiple voices to represent the diverse perspectives of the Hajj ecosystem. The primary informants consist of 16 Cabin Crew Members and criteria of informants have experience serving on Garuda Indonesia flight, minimum length of service, involvement in communication interactions with pilgrims, variation in role and seniority level, finally willingness to participate. Criteria for 25 Hajj Pilgrims are traveling with Garuda Indonesia during the hajj departure, variation in service need, variation of experience willingness to participate in post flight interview.

The data were analysed through an iterative process of coding as initial stage each data segment script interview, observation was assigned an initial label. Focused/axial coding initial code were then fined by selecting those that appeared most frequently explanatory the role of cabin crew, internal communication and pilgrims responses. Codes with similar meaning were grouped into more conceptual categories. After become more stable, developed thematic map to illustrate the structure and relationship among theme. By presenting fragments from multiple interviews, the research ensures a nuanced understanding of how "Governance Excellent Communication" is enacted on the frontline. Trustworthiness of the data employ several strategies, triangulation conducted through data source cabin crew, pilgrims, training document and supportive informant. Member checking to out brief clarification or confirmation with selected participants, this aimed to ensure that researcher meaning did not contradict participant experience. Reflexivity and bias control maintained critical reflexive notes through memos

addressing initial assumptions, the research position and potential biases during data collection and analysis.

## RESULTS AND DISCUSSION

Garuda Indonesia is Indonesia's national flag carrier and is widely recognized for its strong reputation. Beyond passenger transportation, Garuda Indonesia operates several subsidiaries that strengthen services capability across travel technology, aircraft maintenance, and travel packages, providing an ecosystem that support reliability and operational readiness. Importantly Garuda Indonesia has long been involved in hajj air transport since 1976, which position the airline as an experience provider for Indonesian pilgrims. Garuda Indonesia Achieved 96.2% On-Time Performance in 2025 Hajj Flight Operations, the Best in the Past Three Years (Garuda Indonesia, 2025)

As Garuda Indonesia prepares for the 2025 hajj season, cabin crew become crucial a vital role in representational and trust shaping actor. This reinforced by the company's corporate culture garuda way aligned with AKHLAK values (Garuda Indonesia, 2025), particularly the emphasis on sincerity, openness, care, accountability, decisiveness, and collaboration. Within hajj context, these value translate into how cabin crew communicate and behave toward pilgrims who may be tired, elderly, anxious, or experiencing their first flight. Consequently cabin crew's communication is not only operational but also value driven, services is framed as an act of worship and a form of emotional reassurance, where empathy becomes part of governance through excellent communication (Muthaiyah et al., 2023)(Fuller et al., 2018). According (Fombrun & van Riel, 1997) corporate cultural values provide a guiding framework for cabin crew behaviour in fulfilling their roles. According (Melewar, 2008) identity as culture, in initial recruitment process, cabin crew for hajj pilgrims are required to have muslim identity (Tempo.co, 2024), during hajj season cabin crew are accepted from various airline. This is a factor that affect the professionalism hajj services because the internalization of AKHLAK values has not yet been properly ingrained in cabin crew.

Organizing communication to stakeholder with profiling cabin crew did not understanding AKHLAK value become risk to garuda reputation. The cabin crew's inherent communicative nature and spirituality play a crucial role in their ability to address the needs of weary, elderly, and sensitive pilgrims. Their heightened awareness of service, coupled with the understanding that their work is a form of worship, elevates their role from a simple job to a calling embraced with sincerity, patience, and gratitude. The context of Hajj serves as a profound opportunity for the cabin crew to cultivate a spirit of sacrifice and authenticity in their service. The communication approach of cabin crew during Hajj services is characterized by a unique and transcendent focus: offering spiritual comfort rather than merely adhering to safety standards.

The Hajj journey is a sacred experience, prompting cabin crew to shift from persuasion to providing information in a calming and comforting manner. This is exemplified by their deep respect for the guests of Allah. The communicative role of the cabin crew in Hajj not only serves as a form of worship but also facilitates the pilgrims' journey, embodying a kindness that ultimately benefits themselves. The reflective nature of the services rendered by the cabin crew serves as a catalyst for personal growth and the strengthening of faith..

The cabin crew's role in serving Allah's guests, specifically the pilgrims, holds profound significance in the relationships they cultivate with them. Their service is provided without differentiating between pilgrims based on material identities, as Allah's guests are those granted permission by Him to undertake the Hajj pilgrimage. This perspective fosters a sense of Islamic solidarity (ukhuwah Islamiyah) that transcends cultures, languages, and national boundaries. The cabin crew effectively communicates non-verbally, demonstrating empathy and care for tired, elderly pilgrims, and those in need of patience. The company's cultural values are deeply intertwined with the principles of worship, as cabin crew members regard their service to Hajj pilgrims as a profound responsibility that transcends mere administrative tasks. This role embodies both moral and spiritual dimensions, where achieving organizational performance targets within the context of Hajj transforms work into an act of worship driven by genuine intentions. Each interaction by the cabin crew with pilgrims is more than just an attempt to persuade; it represents meaningful communication rooted in the ethos of compassionate Hajj service, characterized by friendliness, patience, and generous acts of kindness.

Cabin crew play an important role in creating a good experience for passengers while representing the airline's values. The way cabin crew welcome, serve, and interact with passengers shapes the first impression of both the airline and the Hajj journey. Friendly and professional service helps to build positive feelings among the pilgrims. Cabin crew also strengthen team as coordinated unit during flights. Communicative internal communication, such as such as pre-flight briefings and emergency coordination ensure everyone can response quickly and work toward a safe and comfortable journey. As One crew member mentioned (IU5), "I always recite talbiyah prayers together with group leader to guide the pilgrims on the plane and maintain a spiritual atmosphere." (June,15,2025). In addition , cabin crew support the airline's brand and reputation through every smile and gesture of patience, particularly pilgrims whoa may be elderly, flying for the first time or feeling anxious. This reputation, often described as the "heart of the pilgrims." Is highly valuable and leave lasting impact, according IU 4 said :

*"When a passenger needs to use the restroom, I take the time to patiently teach them in the Makassar dialect. For instance, I explain how to sit on the toilet using just one word: 'nempo.'( June, 18, 2025)*

Finally, cabin crew help enforce organizational culture by embodying values like care and safety through both verbal and non-verbal. When an airline promotes values like “care” and “safety,” the cabin crew play a crucial role in embodying these values through their verbal and non-verbal communication. According to (IU 8) said: when a passenger was confused about their medication, the crew member coordinated with the baggage department to retrieve it, asked the passenger to move their seat, and visit them regularly to remind them to take their medication.”(June 30, 2025). That means according to (Melewar, 2008) language is the facet of identity, communication and culture. If expression of emotion is an affective message that strengthens a rational message in dialog space, then, the practice of managing relationships based on customer center (Kitchen & Schultz, 2001) is carried out with the ability of empathy, sincerity and honesty in accordance with the cultural values, namely AKHLAK.

### **Cabin Crew as Strategic Agents in Outbound and Inbound Communication Hajj Departure**

Communicative governance is structured, strategic communication and coordinating organizational with public to building public trust. The cabin crew of Garuda Indonesia plays a vital role in fostering organizational interactions that build trust and achieve specific goals. Acting as ambassadors for the airline, they are committed to ensuring Garuda Indonesia is recognized as a leader in service excellence on a global scale. This commitment aligns seamlessly with the principles of organizational communication, encompassing both outbound and inbound strategies (Tench et al., 2017). By harnessing their interpersonal communication skills, cabin crew effectively contribute to establishing public trust. They utilize two key approaches: outbound communication, which enhances organizational processes and creates value through attracting attention, influencing customer preferences, and motivating employees; and inbound communication, which focuses on aligning organizational strategies (Academic Society, 2025).

This includes identifying opportunities, gathering public feedback, managing relationships, and mitigating crises, all of which strengthen the airline's reputation and legitimacy. The outbound communication that cabin crew provide, particularly during the Hajj pilgrimage, is both operational and strategic. Their exceptional service not only builds a positive image of the airline but also fosters loyalty among pilgrims during the Hajj departure. By prioritizing passenger safety and encouraging pilgrims to concentrate on their spiritual journey, the cabin crew enhances the travel experience in meaningful ways. Moreover, the cabin crew's ability to communicate effectively sets Garuda Indonesia apart from other airlines, establishing a distinct competitive advantage. By embodying the company's values in their interactions with pilgrims, they significantly strengthen the airline's position in the Hajj-specific aviation market. This dedication to professional communication exemplifies a commitment to excellence in service delivery. Informant 11 highlighted some important insights:

Cabin crew members often encounter a range of challenges when serving first-time passengers. Many of these passengers struggle to navigate the various facilities on the plane. To enhance the travel experience, cabin crew play a crucial role in guiding and educating passengers on how to use amenities such as toilets, seat belts, folding tables, and the safety and entertainment systems (Handayati et al., 2020). One particular experience involved a passenger who felt anxious during takeoff, primarily due to thoughts of home, livestock, and family left behind. In this scenario, the cabin crew took the opportunity to help the passenger refocus their attention. They emphasized that the Hajj pilgrimage is a meaningful journey that begins with the departure from home and continues throughout the travel experience. The crew encouraged the passenger to recite uplifting phrases such as "Subhanallah," "Alhamdulillah," "La ilaha illallah," "Allahu Akbar," and "Wa la hawla wa la quwwata illa billahil aliyil azim," which can bring comfort and peace during the flight. This approach not only reassured the passenger but also fostered a sense of connection to the spiritual significance of their journey. ( June, 30,2025)

The dialogue established with pilgrims relies on the interpersonal communication skills of the cabin crew, which effectively transform anxiety into a sense of calm and comfort (Maretafuri, 2025). Additionally, the cabin crew's self-concept regards their interactions with Allah's guests as a commendable deed that holds religious significance and benefits both themselves and the pilgrims (Verhoeven et al., 2020). Consequently, outbound communication becomes a process of creating value and influencing pilgrims within the context of Hajj and the aviation industry (Bentley, 2024), thereby enhancing Indonesia's standing on the global stage (Kitchen & Schultz, 2001). As outlined by (Tench et al., 2017), outbound communication involves creating value and shaping stakeholder preferences through external messaging. During the 2025 Hajj operations, the cabin crew served as the "living brand" of Garuda Indonesia (Mustafa Aslan, 2025), acting as ambassadors for the nation and fostering positive perceptions of Islam and its values. The representation of cabin crew members as hosts within the Hajj context is crucial, as it builds public trust in Indonesia's role (Ismaulidina et al., 2020) as the host country for the Hajj process.

The research found that outbound communication was not merely about safety announcements, but about emotional orchestration. According to Informant 11 said strategy of using spiritual remembrance (*Subhanallah, Alhamdulillah*) when addressing anxious pilgrims is a form of value creation. By aligning the airline's service with the pilgrims' spiritual journey, the crew strengthens the brand's reputation as a "pious and caring" carrier (Fuller, 2018). This proactive engagement transforms the cabin into a space of trust (Bosch et al., 2005), effectively building the airline's immaterial assets.

According to (Tench et al., 2017), organizational success in business is achieved when the company effectively manages inbound communication (Sikumbang et al., 2022), which refers to

information received from the public. In this context, the cabin crew holds a strategic role by conducting observation and identification all passenger, as described by (D.J.Teece, 2009). The cabin crew thus serves as the "ears and eyes" in the field (Fuller, 2018). The Inbound Communication process involves identifying opportunities and integrating public concerns into organizational strategy (Mamoghli, 2025). This study reveals that cabin crew act as "strategic sensors" or the "eyes and ears". As identified in the interviews, the crew's ability to capture feedback (Damayanti et al., 2025)—such as Informant 6 reporting complaints about meal temperatures or Informant 3 identifying elderly pilgrims' confusion regarding their medication—is a critical inbound function. When these frontline observations are reported back to management, they allow for strategic adjustment (Academic Society, 2025). This ensures that the airline remains responsive and adaptive, preventing minor grievances from escalating into a larger crisis of trust.

The following are several actions undertaken by the cabin crew during the hajj departure process. It contributes to the Adjustment of Organizational Strategies to taking action through SEEDS (strategic, empathic, expressive, decisive and sees patterns inter relationships) profile that defines the ability of superior implementation to creative action and synthesizing contextual knowledge (Fuller, 2018): The cabin crew can record and report general complaints or suggestions from pilgrims. Cabin crew (IU 6) said many pilgrims complained that the food was too cold or that they needed additional assistance with immigration forms (June, 28, 2025). This feedback is valuable for improving services on next year's Hajj flights.

Integrating public concerns involves cabin crew who directly interact with pilgrims being able to sense their concerns and needs (Latif et al., 2024). Cabin crew (IU3) described experiences assisting pilgrims who were anxious about their medications and health conditions, particularly those confused about medications stored in luggage that needed to be taken at regular intervals (July, 5, 2025). These concerns can be communicated through operational coordination on the baggage section. Expressing comfort for the elderly is priority for current hajj services, as the number of elderly people increase every year (Patoni, 2024).

By intentionally guiding interactions, cabin crew ensures flexibility and mutual understanding among passenger, ensuring that every journey is safe and comfortable (Shaddiq, 2023). In moments of medical urgency, the calm presence of the cabin crew organizes passengers, communicates clearly, gently soothes anxious hearts and fosters a sense of trust and security through the cabin. This character is a professional competence that acts appropriately to the situation and quickly coordinates actions (Fuller et al., 2018). Building and Securing Legitimacy (Fuller et al., 2018). The competence of listening to passengers attentively (Michelle Wloka, 2025) and responding to their concerns with their concern tactfully (Fombrun, 2007), this

means that crew has this professional cabin crew competence to be an excellent communication character and a strategic agent who build change in communication.

According to Cabin Crew (IU 5), some passengers requested vegetarian meals instead of meat, so proactively replaced their meals with vegetables option (June, 24,2025). This approach strengthened perceived legitimacy and help build trust among passengers by signaling that a both the airline and government prioritize their comfort. and cabin crew (IU 6) said actively addressed passengers' complaints about uncomfortable seats by promptly reporting these issues to the airline's technical team for immediate inspection. Additionally, when passengers reported symptom, coordination with health officials at the destination to ensure appropriate management. During turbulence, the cabin crew also reassured passengers by providing clear explanation, which effectively prevented widespread panic. The professional communicative governance of cabin crew represents corporate responsibility inbound and outbond communications, but despite this, working hours during the hajj and umroh season still need to be improved. Their experience creating value for the company through professional communicative governance should be a new strategy for elderly -friendly communication.

Cabin crew are important ambassadors who actively enhance the organization's image reputation, and values in the minds of passengers (Prastowo & Suhariadi, 2023) . in addition to providing services in flight, they also function as information gatherers, delivering valuable feedback that to added value within the national services ecosystem. Garuda Indonesia's success in organizing Hajj departure supported by strong communicative institutional organization eith the Ministry of Religious Affairs and the Hajj Agency. The safe, comfortable, and solemn implementation of the Hajj depend on multi role activities and coordination actions. The operational role of cabin crew is technical, but their professional communicative governance skill make them strategic agent of the company during the flight. According Mc.Pee(Griffin, 2012) said Communicative institute of oeganization requires negotiation and self structuring, professional competence and experiance about services with honesty, empathic and elderly-friendly communication gevernance.

### **Governance Communication as adaptive for elderly**

Coordination action and self struturing through the role of cabin crew in hajj departure creates what is termed as Governance Communication. Governance is compliance and empowering the cabin crew with the "Garuda Way" values (Courtesy, Caring, Confidence, and Creativity). Cabin crew as public relation management through the standards and practices of the communiation profession plays a role in purpose driven communication" and the role of actor can develop from being predominantly operational to strategic position with increasingly complex responsibilities in evaluating and aligning communication (Tench et al., 2017). Cabin

crew communication is not simply a technical task but is linked to the organization's strategic . For instance, when a crew member decides to use a local dialect (e.g., Makassar) to comfort a pilgrim, they are exercising creative leadership. This creative problem-solving mitigates the risk of miscommunication and strengthens the legitimacy of the Hajj operation. Ultimately, this governance model proves that when frontline agents are equipped with both corporate values and communicative autonomy, they can effectively restore public trust even after a period of crisis.

This study concludes that professional communication governance during high-stakes operations, such as Hajj departure, relies on the strategic transformation of frontline staff (Indarwati, 2024). The research reveals three critical pillars of success: First, the cabin crew functions as strategic communication agents rather than mere service providers (Maida Nkonye Asata, 2021). By orchestrating outbound communication through empathetic and spiritual engagement, they serve as the primary architects of public trust and national reputation. Second, the crew acts as a vital inbound sensor, capturing real-time feedback and cultural nuances that allow the organization to remain adaptive and responsive to the needs of vulnerable groups, particularly elderly pilgrims(Xu et al., 2025). Such as "The Hajj Ramah lansia" framework demonstrates that elderly pilgrims require tailored operational arrangements and supportive assistance mechanism across service point , including provision of mobility support and involvement of specialized experts, to ensure that comfort and care are implemented as part of service governance

Third, the integration of "The Garuda Way" values—Courtesy, Caring, Confidence, and Creativity—serves as the operational DNA that empowers crew members to exercise communicative leadership. This empowerment enables them to mitigate crises and secure institutional legitimacy on the spot. Ultimately, this research demonstrates that "Governance Excellent Communication" is achieved when an organization successfully humanizes its protocols. The 2025 Hajj mission serves as a model for the service industry, proving that in a post-crisis landscape, human capital inspired by ethical and professional values is the ultimate driver for restoring and sustaining public trust (Endhi Hermina Ayu1, 2026).

## CONCLUSION

Based on the analysis, we can conclude that the cabin crew of Garuda Indonesia plays a key role during Hajj departure. They combine communication governance and professionalism cabin crew. The values of The Garuda Way, and effective leadership. First, during these emotionally charged Hajj flights, the cabin crew acts as essential support. They perform their operational duties while also building public trust. Through clear, empathetic, and flexible communication, they create a sense of security and comfort and represent the airline and the

nation. Second, the cabin crew's role is guided by The Garuda Way, which includes values like Courtesy, Caring, Confidence, and Creativity. These values shape how crew members interact with passengers. Courtesy and Caring help them build emotional bonds and trust, Confidence instills calmness and authority in tense situations, and Creativity allows them to solve problems quickly for the pilgrims. Third, successful communication reflects good leadership. The airline responds to external needs by empowering its crew. Garuda Indonesia trains and supports its cabin crew, helping them become attentive leaders on board who meet the pilgrims' needs. In summary, this case shows that trust in complex public services depends not just on rules and systems but on the people who embody spirituality and professional values. The success of Garuda Indonesia's cabin crew in managing communication during the 2025 Hajj mission enhances the airline's reputation and positively impacts Indonesia's image worldwide.

### ACKNOWLEDGEMENTS

The author firmly expresses profound appreciation to the Ministry of Research, Technology, and Higher Education (Kemenristek Dikti) for providing a grant through the basic research scheme that is fundamental to this important master's thesis. This financial support has been instrumental in the efficient and successful execution of the research. Additionally, the author acknowledges the essential role of Mercu Buana University in facilitating this project, offering robust administrative support, comprehensive research facilities, and invaluable academic guidance. The grant and resources not only strengthened the material aspects of the research but also served as a significant intellectual motivation for the author to produce high-quality work that contributes meaningfully to the progress of science and national development. The findings of this research are poised to create a lasting impact moving forward.

### REFERENCES

- Bentley, Steven. (2024). *Aviation Leadership - Building Trust and Rapport with Effective Communication Strategies* • SASSofiaSasSofia. Soffema Aviation Services. <https://sassofia.com/blog/aviation-leadership-building-trust-and-rapport-with-effective-communication-strategies/>
- Bosch, Annette L. M. Van Den, Jong, Menno D. T. DE, & Elving, Wim J. L. (2005). How corporate visual identity supports reputation. *Corporate Communications An International Journal*, 10(2), 108–116. <https://doi.org/10.1108/13563280510596925>
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*.
- D.J.Teece. (2009). *DYNAMIC CAPABILITIES AND STRATEGIC MANAGEMENT*.
- Damayanti, Dwi Ayu, Muchsin, Slamet, & Hayat, Hayat. (2025). Analysis of Dynamic Governance in the Implementation of Hajj at the Office of the Ministry of Religious Affairs of Blitar

- Regency. *Eduvest - Journal of Universal Studies*, 5(3), 2826–2834. <https://doi.org/10.59188/eduvest.v5i3.1786>
- Fombrun, Cj, & van Riel, Cbm. (1997). The Reputational Landscape. *Corporate Reputation Review*, 1(2), 5–13. <https://doi.org/10.1057/PALGRAVE.CRR.1540024>
- Fuller, Melissa, Heijne-Penninga, Marjolein, Kamans, Elanor, van Vuuren, Mark, de Jong, Menno, & Wolfensberger, Marca. (2018). Identifying competence characteristics for excellent communication professionals: A work field perspective. *Journal of Communication Management*, 22(2). <https://doi.org/10.1108/JCOM-07-2016-0051>
- Garuda Indonesia. (2025). *Transformasi Berkelanjutan untuk Masa Depan, Mengudara sebagai Kebanggaan Bangsa*.
- Griffin, E. (2012). *A First Look at Communication Theory* ((Eight Edi). McGraw Hill.e.
- Handayati, Puji, Harahap, Ridoni Fardeni, & Herdiani, Aulia. (2020). *Government Roles in Mitigating the Fraudulence of Hajj and Umrah Travel Industry in Indonesia*. (Irceb 2018), 79–89. <https://doi.org/10.5220/0008786200790089>
- Indarwati H, Ahdan, & Andi Muttaqin Mustari. (2024). *Analisis pola Komunikasi customer service dalam memberikan layanan informasi penerbangan kepa penumpang di Bandara Sultan Hasanuddin*.
- Ismaulidina, Juliana Hasibuan, Effiati, & Wal Hidayat, Taufik. (2020). Strategi Komunikasi Public Relation Dalam Membangun Citra Dan Kepercayaan Calon Jemaah Haji dan Umroh The Role of the Social Service in Dealing with the Problem of Social Violence Against Children in North Sumatra Province. *Jurnal Ilmu Pemerintahan, Administrasi Publik Dan Ilmu Komunikasi (JIPIKOM)*, 2(1), 12–17. <http://jurnalmahasiswa.uma.ac.id/index.php/jipikom>
- Kitchen, Philip J., & Schultz, Don E. (2001). Raising the corporate umbrella — the 21st-century need. *Raising the Corporate Umbrella*, 1–22. [https://doi.org/10.1057/9780230554580\\_1](https://doi.org/10.1057/9780230554580_1)
- Latif, Abdul, Habu, Azhar D., Sahabi, Ansar, Hm, Muhdar, Mardiana, Andi, & S, Andi Salwa. (2024). *Al-Ulum*. 24(1), 171–191.
- Mamoghli, Sarra. (2025). Exploring the Impact of Customer Organizational Culture on Project Agility in ERP Implementation Projects. *Systems*, 14(1), 22. <https://doi.org/10.3390/systems14010022>
- Melewar, T. C. (2008). Facets of corporate identity, communication, and reputation. *Facets of Corporate Identity, Communication, and Reputation*, 1–233. <https://doi.org/10.4324/9780203931943>
- Michelle Wloka. (2025). *We Understand .: 1 No 2*.
- Muthaiyah, Hemalatha A/P, Ahmad Ghazali, Akmar Hayati, & Hashim, Norliana. (2023). Excellent Communication Skills and Empowerment on An Employee's Job Satisfaction. *International Journal of Academic Research in Business and Social Sciences*, 13(17). <https://doi.org/10.6007/ijarbss/v13-i17/19829>
- Nugroho, Arso Pranoto, Sunarto, Sunarto, & Prasetya, Hendri. (2024). STRATEGI KOMUNIKASI PT ANGKASA PURA I DALAM MEMBANGUN KEPERCAYAAN PUBLIK MENGGUNAKAN JASA PENERBANGAN MELALUI KAMPANYE “TERBANG LAGI.” *Jurnal Dinamika Ilmu Komunikasi*, 10(1), 52–75.

- Patoni. (2024). *Jamaah Haji Lansia Tahun 2025 Meningkatkan hingga 47.384 Orang*. <https://www.nu.or.id/nasional/jamaah-haji-lansia-tahun-2025-meningkat-hingga-47-384-orang-WpyNw>
- Prastowo, Helsa Evania, & Suhariadi, Fendy. (2023). *Implementasi "Akhlak" Dalam Nilai Budaya dan Perilaku Organisasi: Intervensi Penurunan dan Penyelarasan Nilai Budaya Pada Perusahaan BUMN*. Psikostudia: Jurnal Psikologi.
- Saukko, Paula. (2003). *Doing Research in Cultural Studies*.
- Shaddiq, S. .. Maulana, E. .. & Khuzaini, K. (2023). (2023). Analysis of Employee Behavior in Improving the Quality of Hajj and Umrah Services in the Industry 4.0 and Society 5.0 Era. . *Hut Publication Business Management Journal*, 2(1), 55–67., 2(1), 55–67.
- Sikumbang, Ahmad Tamrin, Kholil, Syukur, Rubino, Rubino, & Indra, Farhan. (2022). Communication System in the Organization of the Hajj Worship in North Sumatra, Indonesia. *Khazanah Sosial*, 4(3), 513–520. <https://doi.org/10.15575/ks.v4i3.17337>
- Tempo.co. (2024). *Lowongan Kerja Jadi Awak Kabin Garuda Indonesia, Hanya Dibuka sampai Besok* | tempo.co. Tempo.Co. <https://www.tempo.co/ekonomi/lowongan-kerja-jadi-awak-kabin-garuda-indonesia-hanya-dibuka-sampai-besok-2255>
- Tench, Ralph, Verčič, Dejan, Zerfass, Ansgar, Moreno, Angeles, & Verhoeven, Piet. (2017). Communication excellence: How to develop, manage and lead exceptional communications. In *Communication Excellence: How to Develop, Manage and Lead Exceptional Communications*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-48860-8>
- Uyuni, Badrah, & Adnan, Mohammad. (2024). A Dynamic Hajj Fiqh for Elderly: A Study of Indonesian Pilgrims. *International Journal of Emerging Issues in Islamic Studies*, 4(1), 54–68. <https://doi.org/10.31098/ijeis.v4i1.2325>
- Verhoeven, Piet, Zerfass, Ansgar, Verčič, Dejan, Moreno, Ángeles, & Tench, Ralph. (2020). Strategic Communication across Borders: Country and Age Effects in the Practice of Communication Professionals in Europe. *International Journal of Strategic Communication*, 14(1). <https://doi.org/10.1080/1553118X.2019.1691006>
- Xu, Haowen, Mao, Yingchi, Chen, Si, Rong, Yi, Muazu, Tasiu, & He, Xiaoming. (2025). Adaptive layer-wise personalized federated learning via dual delay update in future communication networks. *Computer Communications*, 239, 108195. <https://doi.org/10.1016/j.comcom.2025.108195>