

## Implementation of Human Resource Recruitment and Selection to Ensure Employee Capacity and Capabilities for Improving Service Quality at Chiasankara Wedding Organizer

Nur Shoumi Rahmatunnisa<sup>1</sup>, Acep Samsudin<sup>2</sup>

<sup>1,2</sup> UPN Veteran East Java, Indonesia

Email: [22042010254@student.ac.id](mailto:22042010254@student.ac.id)

---

### **Keywords:**

Recruitment, Selection, HR Capacity, HR Capability, Service Quality

### **Abstract**

*This study aims to analyze the implementation of human resource recruitment and selection in fulfilling employee capacity and capability, and its implications for service quality at Chiasankara Wedding Organizer. Chiasankara is a wedding service company established in 2023 in Gresik, East Java, which has handled over 300 clients in a short period. The study employs a qualitative approach using a case study method. Data were collected through in-depth interviews, observation, and documentation involving five informants: the CEO, Manager, HRD, and two clients. Triangulation was used to validate the data. Results indicate: (1) recruitment and selection processes have been systematically implemented via social media, administrative screening, interviews, and On-the-Job Training (OJT), though inconsistently and reactively; (2) a significant gap exists between the capacity (quantity) and capability (quality) of human resources; (3) this gap directly impacts service quality across the SERVQUAL dimensions. The study recommends establishing formal SOPs, regular HR forecasting, talent pool development, and structured training programs.*

---

## INTRODUCTION

The service industry is a strategic sector in the economy that relies on the quality of interactions between service providers and customers (Mokobombang & Natsir, 2024). Unlike the manufacturing industry, output in the service industry is intangible and heavily determined by human resource (HR) performance. One sector with a high level of complexity is wedding organizing (WO), which is responsible for managing the entire series of wedding activities that are unique, personal, and non-replicable (Hariani, n.d.).

In Indonesia, the service industry sector employs over 8 million workers and continues to grow alongside the public's increasing demand for various forms of professional services, including wedding organizer services. According to data from the Central Statistics Agency (BPS), the service sector contributes significantly to the national Gross Domestic Product (GDP) and serves as the backbone of job creation. This situation indicates that human resource management in the service sector is not merely a technical or administrative issue but a strategic factor determining the organization's overall success. Zeithaml et al. (2017) emphasize that in service companies, employees are the service itself; thus, the quality of human resources directly reflects the quality of service received by customers.

Wedding organizers, as a form of creative service business, face more complex challenges compared to other service sectors (Rostini et al., 2025). A wedding is a once-in-a-lifetime event, so even the smallest mistake in its execution can have a major impact on client satisfaction and the company's reputation. This complexity demands effective coordination among teams, strong managerial skills, and robust interpersonal skills when interacting with clients, families, and various vendors (Aris Kastori Frawarna et al., 2025). Therefore, the recruitment and human resource selection processes in the wedding planning industry play a far more critical role than meets the eye.

The surge in demand for wedding organizer services post-pandemic has placed significant pressure on companies' operational capacity. Platforms like Bridestory and Weddingku have recorded a significant increase in vendor requests since restrictions were eased. This "wedding boom" phenomenon has driven many companies to rapidly recruit staff without an optimal selection process, potentially compromising the quality of human resources and service.

Chiasankara Wedding Organizer, a wedding planning service company founded in 2023 in Gresik, East Java, has also faced these challenges. In a short period, the company has handled over 300 clients. However, in its day-to-day operations, the company faces challenges in meeting workforce needs, both in terms of quantity (capacity) and quality (capability). Especially during the high season, issues such as poor team coordination, technical errors, and a lack of professionalism in serving clients still arise.

The recruitment and selection process is the initial stage that determines the quality of an organization's human resources. Effective recruitment not only meets quantitative needs but also ensures that the individuals hired possess the capabilities required by the job. Dessler (2021) emphasizes that HRM serves as a determining factor in service quality, while (Valarie A. Zeithaml et al., 2017) state that employees in a service company are the service itself.

Based on the above, this study aims to: (1) examine the implementation of HR recruitment and selection at Chiasankara Wedding Organizer; (2) analyze the gap between HR capacity and capability; and (3) evaluate the implications of this gap on service quality based on the Service Quality (SERVQUAL) model.

## **METHODS**

This study employs a qualitative approach using the case study method. The research location is the Chiasankara office in the Cerme Indah Housing Complex, Gresik Regency. The population of this study consists of all parties involved in the recruitment, selection, and operational processes of Chiasankara Wedding Organizer, including management, field staff, and clients who have used the company's services. Specifically, the internal population consists of all Chiasankara team members, including the CEO/Owner, Manager, HRD, Internal Staff, Regional Leaders, and Freelance Crew who were part of the team during the research period. The external population consists of clients who used the services of Chiasankara Wedding Organizer, specifically during the period from September 2025 to November 2025. Research informants were selected using purposive sampling, comprising three categories: (1) Key Informant (I1): CEO/Owner Fitra Abduna Jalesvevano, S.H., as the strategic decision-maker; (2) Primary Informants: the Manager (I2) and HRD (I3) directly involved in the recruitment process and field operations; and (3) Supporting Informants: two clients (I4 and I5) who used Chiasankara's services in November 2025. Data was collected through four techniques: (a) in-depth interviews with open-ended questions; (b) participatory and non-participatory observations of the recruitment process and event execution; (c) documentation in the form of recruitment data, organizational structure, and company archives; and (d) secondary data review from previous reports and studies. Data analysis utilized the Miles and Huberman (1984) model, which includes the stages of data collection, data reduction, data presentation, and drawing conclusions. Data validity was tested through source triangulation, methodological triangulation, and temporal triangulation.

## **RESULTS AND DISCUSSION**

### **Overview of Chiasankara Wedding Organizer**

Chiasankara Wedding & Event Organizer is a professional service company established in 2023 and founded by Fitra Abduna Jalesvevano, S.H. In a relatively short period, the company has served over 300 clients across various event scales. The company's vision is to become the leading wedding organizer in Indonesia, creating the most memorable dream weddings. The organizational structure consists of a CEO, Manager, HRD, Archivist, Media, Internal Staff, Regional Leaders, and Freelance Crew as the frontline of direct service to clients.

### **Implementation of HR Recruitment and Selection**

### a. HR Needs Planning

Chiasankara implements a standardized staffing level that is adaptable to the venue and the complexity of the event. For events held at a private residence, 5–6 crew members are required, comprising a Project Manager, Bride Assistant, Checker, Stopper, MC Coordinator, and a Media team. For events held in a venue, the minimum number is increased to 7 people with the addition of a runner responsible for coordinating the entire event flow. This was confirmed by I2: "For events in a venue, we usually just have one additional person... we can have that runner whose tasks are more varied—managing the entire event flow—so the difference is just between 5 to 6 for home events, while for venue events it's definitely seven—at least seven."

### b. Recruitment Process

Chiasankara utilizes Instagram as its primary channel for external recruitment. Open recruitment is conducted periodically (in batches) in response to the decreasing number of student crew members who are entering the full-time workforce. Initially, recruitment was conducted informally via WhatsApp, but it has evolved into a structured process. I3 stated: "Now it's done in phases for crew renewal and is well-structured; it's shared on Instagram or WhatsApp too, so more people can sign up." The company prioritizes applicants from active students and recent graduates who have flexible schedules on weekends.

### c. Selection Stages

The selection process is conducted through integrated stages. First, an administrative screening that includes evaluating CVs and self-introduction videos uploaded via Instagram. CVs are evaluated based on involvement and track record in event organizing committees, while the self-introduction videos assess the candidates' creativity and communication skills. Second, a two-session interview stage covering general and specific questions regarding wedding planning knowledge. Evaluation uses a formal instrument with five weighted indicators.

**Table 1. Selection Assessment Indicators and Weights**

Evaluation Indicators	Weight
Candidate Ethics	1–15 points
Visual Appearance of Applicants	1–10 points
Communication Skills	1–15 points
Social Media Skills	1–10 points
WO-Specific Knowledge	10–50 points

Source: Chiasankara Wedding Organizer Data (2025)

The highest weight is given to Specific WO Knowledge (50 points), reflecting that the company prioritizes an understanding of the wedding organizer's workflow. Candidates who pass then undergo On-the-Job Training (OJT) as an evaluation of their practical work skills in the field with real clients.

## Analysis of Human Resource Capacity and Capability Fulfillment

### a. Capacity Fulfillment (Quantity of Human Resources)

Capacity fulfillment is carried out adaptively through batch-based recruitment triggered by the departure of student staff who graduate and take full-time jobs. To maintain quality continuity, management retains senior staff (1–2 years of service) as mentors for new “ ” staff during on-site training on the actual event day. The number of crew members accepted is not fixed but depends on the quality of the applicants. I2 emphasizes: "Regarding the number of crew members accepted, it's actually not set in stone... it depends on how good their quality is... We will definitely select the best among the best."

### b. Fulfilling Capabilities (Human Resource Quality)

Chiasankara implements a unique strategy for meeting capabilities by prioritizing candidates who have never joined another event organizing company but have active experience

in campus event committees. This strategy facilitates the training process in line with the company's service philosophy. In addition to technical knowledge, the company also emphasizes soft skills such as communication skills, grooming, initiative, and the ability to adapt quickly (switch modes) on-site.

### **Implications for Service Quality (SERVQUAL)**

#### **a. Tangibles Dimension**

Standards for crew appearance and uniforms are communicated during briefing sessions or online meetings (Zoom) before the event day. I3 stated: "They also have orientation sessions; for example, the uniform must be this style, and we must do this and that—these details are explained during the Zoom call." Attention to appearance is beginning to be prioritized, although consistency is not yet fully achieved at every event.

#### **b. Reliability Dimension**

Reliability is built through Technical Meetings (TM) held before the event, which explain the concept, client profile, and detailed event schedule. I4 confirms: "The team is communicative, especially during the technical meeting. They explain the event schedule in detail, so I feel more at ease." However, the high reliance on initial instructions indicates that the crew members' individual adaptability still needs to be strengthened.

#### **c. Responsiveness and Assurance Dimensions**

The crew's responsiveness is evident in their ability to handle unexpected incidents, such as a client's soiled dress, by immediately coordinating, finding solutions, and calming the client. I3 explains: "One thing we do is respond quickly. So we have to find a solution so that the problem doesn't spread everywhere." Crew members are also expected to back each other up when a colleague is overwhelmed. Nevertheless, new crew members sometimes experience confusion due to the limited training provided solely through Zoom meetings.

#### **d. The Dimension of Empathy**

The crew demonstrates empathy through proactive actions, not just verbal sympathy. I3 describes: "Showing empathy is more about asking questions, and if we can help find a solution or offer a way forward, we just go ahead and do it." The crew's friendly attitude also receives positive feedback from clients, as expressed by I4: "Hmm, they're very friendly to guests, so it helps create a comfortable atmosphere; the event becomes fun and lively."

The research findings confirm a gap between field practices and the ideal HRM concept. There are three categories of constraints: (1) Internal constraints include a selection process that is sometimes rushed, the absence of standardized recruitment SOPs, and inconsistencies in the application of selection standards; (2) External constraints include a shortage of experienced candidates and high turnover among freelance workers; and (3) Structural dilemmas regarding the trade-off between HR quantity and quality, where companies often compromise by accepting candidates who do not fully meet standards to maintain operational continuity.

These conditions align with the concepts of the employability gap and the service quality gap (Laddha, 2023), where organizations fail to align competency needs with the quality of available labor. Babaei et al. (2015) also demonstrate that suboptimal recruitment and selection indirectly impact service quality through the variable of employee competence.

## **DISCUSSION**

### **Implementation of HR Recruitment and Selection**

Based on the results of interviews and observations, the recruitment and selection process at Chiasankara Wedding Organizer has been carried out through several stages, such as open recruitment via social media, administrative screening, interviews, and On-the-Job Training (OJT). However, in practice, it was found that this process often does not proceed consistently, particularly when labor needs increase suddenly. This finding indicates that the recruitment process remains situational and reactive rather than strategic. This situation suggests that the company prioritizes meeting short-term needs over long-term HR planning.

Theoretically, effective recruitment and selection should be conducted systematically and competency-based to ensure alignment between organizational needs and candidate characteristics. Redman and Mathews (1998) emphasize that HR management practices, particularly recruitment and selection, play a crucial role in determining service quality in the service sector because HR personnel are the frontline in customer interactions. Furthermore, a competency-based approach in selection has been shown to have a positive relationship with service quality, particularly in the dimensions of reliability and responsiveness (Sobari & Rony, n.d.). Thus, the inconsistencies in the implementation of selection at Chiasankara Wedding Organizer indicate a gap between on-the-ground practices and the ideal concepts in HRM theory.

### **The Gap Between HR Capacity and Capability**

The research findings indicate that the company is able to meet workforce needs quantitatively (capacity), primarily through the use of freelance workers. However, in terms of capability, the quality of the human resources produced remains inconsistent due to a rushed selection process. This phenomenon indicates a gap between capacity and capability, where the number of workers is met, but the quality of competencies does not yet align with the expected service standards. From a theoretical perspective, this gap aligns with the concepts of the employability gap and the service quality gap, where organizations fail to align competency needs with the quality of available workforce (Tushar & Sooraksa, 2023).

Hurrell & Scholarios (2011) emphasize that in the service industry, gaps in soft skills such as communication and empathy are the primary factors causing low service quality. Furthermore, research (Arokiasamy et al., 2023) indicates that HR practices such as recruitment and selection have an indirect influence on service quality through the variable of employee ability. This means that when the selection process is suboptimal, the resulting HR capabilities will also be low. Thus, field findings reinforce that the gap between capacity and capability is not merely a practical phenomenon but is also supported by prior theory and research.

### **Implications for Service Quality (SERVQUAL)**

Research findings indicate that an imbalance between capacity and capability impacts service quality, such as technical errors, lack of team coordination, and low professionalism in serving clients. According to the SERVQUAL model by Parasuraman et al. (1988), service quality is determined by the gap between customer expectations and actual performance. If HR capabilities are low, service performance cannot meet customer expectations, resulting in a service quality gap. Research by Papademetriou et al. (2023) also indicates that sound HR practices, including recruitment and training, have a significant impact on improving service quality and customer satisfaction.

In the Tangibles dimension, standards for crew appearance and uniforms were communicated via a Zoom briefing session prior to the event day, although consistency in their implementation still needs to be improved. In the Reliability dimension, the use of rundowns and Technical Meetings (TM) has contributed to service reliability; however, high reliance on initial instructions indicates that the crew's individual adaptability needs to be strengthened. In the Responsiveness and Assurance dimensions, the crew demonstrated good responsiveness in handling unexpected incidents through rapid “ ” coordination and problem-solving skills, though new crew members still experienced confusion due to limited training. In the Empathy dimension, the crew practiced proactive care that was not only emotional but also took the form of concrete actions in helping clients resolve problems, which received positive evaluations from client informants. Thus, the implications of the capacity and capability gaps at Chiasankara Wedding Organizer were proven to have a direct impact on service quality across all SERVQUAL dimensions.

## **CONCLUSION**

Based on the research findings, three main conclusions can be drawn. First, the implementation of recruitment and selection at Chiasankara Wedding Organizer has been

conducted systematically through social media open recruitment, administrative screening, multi-stage interviews, and on-the-job training (OJT); however, its execution has not been consistent and remains reactive to short-term needs.

Second, there is a significant gap between HR capacity and capability. The company is able to adaptively meet quantitative needs through freelance staff, but the quality of competencies produced remains uneven due to a selection process that is not always optimal. Internal constraints, such as inconsistent selection standards, and external constraints, such as a shortage of experienced candidates, exacerbate this gap.

Third, the capacity-capability gap has a direct impact on service quality. Although the empathy and tangibles dimensions show fairly good performance, the reliability and responsiveness dimensions are still affected by the weak capabilities of some crew members, especially new crew members who have not received adequate training.

## REFERENCE

- Aris Kastori Frawarna, Dwi Wahyuni, Sartika Komalasari, & Karsih. (2025). Teamwork in Organizations. *Jejak Digital: Multidisciplinary Scientific Journal*, 1(4), 712–719. <https://doi.org/10.63822/wet62c24>
- Arokiasamy, L., Fujikawa, T., Piaralal, S. K., & Arumugam, T. (2023). Role of HRM Practices in Organization Performance. *International Journal of Sociotechnology and Knowledge Development*, 16(1), 1–32. <https://doi.org/10.4018/IJSKD.334555>
- Gary Dessler. (2021). *Human Resource Management*. Pearson.
- Hurrell, S. A., & Scholarios, D. (2011). Recruitment and Selection Practices, Person–Brand Fit and Soft Skills Gaps in Service Organizations: The Benefits of Institutionalized Informality. In *Branded Lives*. Edward Elgar Publishing. <https://doi.org/10.4337/9780857938145.00013>
- Mokobombang, W., & Natsir, N. (2024). Human Resource Development Strategies for Improving Organizational Performance: A Review of the Service Industry. *Jurnal Minfo Polgan*, 13(1), 606–618. <https://doi.org/10.33395/jmp.v13i1.13756>
- Oktavia Hariani, F. (n.d.). *ANALYSIS OF WEDDING ORGANIZER MANAGEMENT IN THE SPECIAL CAPITAL REGION OF JAKARTA*.
- Papademetriou, C., Anastasiadou, S., & Papalexandris, S. (2023). The Effect of Sustainable Human Resource Management Practices on Customer Satisfaction, Service Quality, and Institutional Performance in Hotel Businesses. *Sustainability*, 15(10), 8251. <https://doi.org/10.3390/su15108251>
- Parasuraman, A. P., Zeithaml, V., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*.
- Rostini, D., Rosmaladewi, O., Nur, S., & Ridwan, A. S. (2025). EMPOWERING WOMEN THROUGH THE CREATIVE WEDDING ORGANIZER BUSINESS TO BUILD ECONOMIC INDEPENDENCE FOR THE PKK OF CIWARUGA VILLAGE, WEST BANDUNG REGENCY. *Devote: Journal of Global Community Service*, 4(4), 864–868. <https://doi.org/10.55681/devote.v4i4.5098>
- Sobari, M., & Rony, Z. T. (n.d.). *Recruitment, Selection, Competency, and Training Systems in Human Resource Management to Achieve Competitive Advantage (Systemic Literature Review)*. <https://doi.org/10.38035/jmpd.v3i1>
- Tushar, H., & Sooraksa, N. (2023). Global employability skills in the 21st century workplace: A semi-systematic literature review. *Heliyon*, 9(11), e21023. <https://doi.org/10.1016/j.heliyon.2023.e21023>
- Valarie A. Zeithaml, Mary Jo Bitner, & Dwayne D. Gremler. (2017). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.).