SELF-DISCLOSURE AND ADAPT COMMUNICATION IN THE NEW WORKPLACE

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Article Info	Abstract
	The newcomers within an organization must carry out a socialization process, therefore, employee onboarding into organizations is seen as essential for the process of adaptation to the organizational culture. One of the things newcomers can do during the socialization process is to adapt and get to know the organization and the actors in the organization through adapt communication. This study seeks to find out how newcomers in MAX Academy and PT ARISTA organizations manage self-disclosure in the organization through the socialization process; early socialization, encounter, and metamorphosis. The results have revealed that in the newcomer self-disclosure practice there are limitations in self-disclosure to colleagues, such as age gap and educational status. However, the lack of self-disclosure does not prevent newcomers from continuing to carry out the socialization process with various predetermined stages. Additionally, the observed companies have different styles in fostering new employees in the socialization process, namely MAX Academy provides a program called onboarding to help newcomers in the socialization process, meanwhile PT ARISTA gives fully authority to newcomers to use their own model in the socialization process into the new organizational culture. *Pendatang baru dalam suatu organisasi harus melakukan proses sosialisasi, oleh karena itu orientasi karyawan ke dalam organisasi dipandang penting dalam proses adaptasi pada budaya organisasi. Salah satu hal yang dapat dilakukan pendatang baru selama proses sosialisasi adalah beradaptasi dan mengenal organisasi serta para pelaku dalam organisasi melalui komunikasi adaptif. Penelitian ini berusaha untuk mengetahui bagaimana pendatang baru di MAX Academy dan PT ARISTA mengelola keterbukaan diri (self-disclosure) dalam organisasi menelusuri tahapan awal sosialisasi, perjumpaan, dan metamorfosis. Hasil penelitian mengungkapkan bahwa dalam praktik pengungkapan diri pendatang baru terdapat keterbatasan dalam pengungkapan diri kepada rekan kerja, seperti perbedaan usia dan status pendidikan. Namun, kurangnya self-disclosure tidak menghalangi para pendatang untuk terus melakukan proses sosialisasi dengan berbagai tahapan yang telah ditentukan. Selain itu, perusahaan yang diamati memiliki gaya yang berbeda dalam membina karyawan baru dalam proses sosialisasi, yaitu MAX Academy memberikan program yang disebut onboarding untuk membantu pendatang baru dalam proses sosialisasi, sedangkan PT ARISTA memberikan kewenangan penuh kepada pendatang baru untuk menggunakan model mereka sendiri dalam proses sosialisasi. ke dalam budaya organisasi yang baru.*

Introduction

The organization is a place or place for people to gather in a systematic, guided, controlled, planned, rational way in utilizing all resources both by methods, materials, environment and money as well as facilities and infrastructure, and so on efficiently and effectively to achieve organizational goals. The existence of "comings and goings" in organizations is the basis for understanding the process by which individuals and organizations adapt to one another. Fred Jablin and colleagues use the term assimilation to refer to the ongoing behavioral and cognitive processes by which individuals resonate with integration into and out of the organization.[1]

Socialization and individualization apply at the first meeting of individuals who enter a new organization and try to socialize with their new work environment. In the theory of uncertainty reduction according to Charles Berfer and Richard Calabrese (Griffin, 2012)[2] that there are two types of uncertainty in the initial encounter: cognitive and behavioral. Cognitive uncertainty is related to the beliefs and attitudes we and others hold. While behavior is related to the extent to which behavior can be predicted in certain situations (Berger & Bradac, 1982) in (Miller, 2012). If one of them violates the ritual by engaging in inappropriate "self-disclosure" or self-

disclosure (disclosing personal information about oneself to others) or completely ignoring the other, the uncertainty of their behavior will increase.

Establishing close and intimate relationships between individuals will make it easier for them to do their jobs, have flexible communication between managers and employees, there is transparency that occurs in the work environment so as to minimize misunderstandings and differences between superiors and colleagues, improving job performance and so on. But how should communication be created when a new individual tries to socialize in a new organization? Altman and Taylor in social penetration theory describing the focus on self-disclosure as the primary way to develop close relationships[3]. Based on data obtained by Johnson (1981) in his research, the results showed that individuals who were capable of self-disclosure (self-disclosure) were able to express themselves appropriately and were able to adapt. (adaptive), more self-confident, more competent, reliable, more capable of being positive, trusting others, more objective and open. Conversely, individuals who are less able to reveal themselves tend to be unable to adapt and are closed.

Based on data produced by the DCU Center of Excellence for Diversity and Inclusion on Self-disclosure in the

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[1] Miller, K., *Organizational Communication: Approaches and Processes* (6th ed.), (Boston: Wadsworth Cengage Learning, 2012), 122.

[2] Griffin, *A first look at communication theory* (8th ed.), (New York: McGraw-Hill, 2012), 127.
[3] Em Griffin, *A first look at communication…*, 168.

Workplace Report (2020), one of the managers interviewed provided valuable insight into the self-disclosure perspective. They described a situation where they had recently taken on the role of managing an existing team and one of the teams revealed that a member had a hearing loss. From the perspective of managers and organizations, they feel guilty for not being able to help before, but in the situation described, individuals do not consider disclosure until the crisis point comes. If it happens and continues, it can be a great barrier to their processes and interactions at work.

There are many positive things that can be gained from the existence of self-disclosure in individuals, the theory of communication privacy management (CMP) as a map of how people navigate in privacy, but other people wants them to be people think of the boundaries of privacy that include information that we have but that other people do not know (Griffin, 2012: 169)[4]. A person's close relationship with another person in the organization causes that person to sometimes not think long about what is allowed and what shouldn't be expressed by both of them. (Consistent with the perception that when the line between work and personal life is blurred and colleagues communicate more with each

other using social media, the likelihood of personal revelation increases. By framing privacy in self-disclosure, the communication privacy management theory constructs the construction of privacy boundaries that work for members of the organization, both leaders and employees.

This paper departs from the arguments that not a few close relationships are created that undermine the existing privacy boundaries, if self-disclosure information is shared with other parties, they can no longer control the personal information. According to (Philips et al., 2009)[5] it is possible that self-disclosure can change the nature of relationships and is not always beneficial in the work environment. For example, in task-oriented relationships, individuals benefit from and may need hierarchical differentiation, because they are judged to facilitate coordination, and allow for self-determination. disclosure disrupts the relationships that distinguish the status hierarchy that exists within the organization. Data obtained by (Gibson et al., 2018)[6] regarding self-disclosure in the context of task-oriented relationships found that when higher-status coworkers reveal their weaknesses, it results in reduced perceived status and consequently less influence, greater

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[4] Griffin, *The theory of communication privacy management (CMP) as a map of how people navigate in privacy*, 2012, 169.
[5] Phillips & Young, *Online Public Relations: A Pratical Guide to Developing an Online Strategy in The World of Social Media*, (UnitedKingdom: Kogan Page Limited), 716.

[6] Gibson, James L, John M.Ivancevich, James H. Donnelly and Robert Konopaske, *Organizatons Behavior, Structure, Processes:Fourteenth Edition*, (New York: Mc-Graw Hill Education, 2012) 144.

perceived conflict. , less liked, and less desire to have a relationship in the future.

Currently, from this we want to research self-disclosure as a process of socializing new employees in adapting to their new organizational, because in the process of socialization in organizations if individuals cannot control properly which information should be given and what kind of self-disclosure should be informed, it will become a boomerang for the individual himself. When others are notified or given access to someone's personal information, they become co-owners of that information. So owners of personal information must negotiate mutually agreed privacy rules about notifying others. The problem in this case is that when co-owners of personal information do not negotiate effectively and follow the privacy rules that are held, there is a high possibility of boundary turbulence that will lead to a decrease in the quality of work, bad relationships, disagreements, and a negative work environment.

So the question arises: How is the practice of self-disclosure carried out by new employees (newcomers) in an organization? After knowing the results of the new employee self-disclosure practice, it can be concluded that what newcomers should do in the process of socializing the new organization and what are the privacy boundaries of newcomers in their organization.

The socialization process of newcomers in the organization

Socialization Processes discusses the organizational socialization model and the communication process during socialization within the organization. Below is summarize the explanation a bit starting from the organizational socialization model which consists of the socialization phase and the socialization content.

The following is an explanation of the socialization phase in the organization:[7]

1. Early socialization is a process of socializing through learning before individuals enter the organization that involves ideas about the nature of certain careers and jobs.

2. Encounter, describes the experience of encounter as an experience of change, contrast and surprise. Louis argues that newcomers must work to understand their new organizational culture that can be realized based on the predispositions, past experiences and interpretations of others.

3. Metamorphosis during this phase, recruits begin to be accepted, become members of participating organizations by learning new

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[7] Miller, *Organizational Communication…., 214*

behaviors and attitudes or modifying existing ones.

Self-disclosure

An important concept in interpersonal communication in the context of positive relationship cultivation strategies is disclosure, where one communicant shares information about him or herself with another communicant, either individual or organization.[8] Research suggests that self-disclosure may be the basis for the creation of all relationships. The self-disclosure plays a role not only in interpersonal relationships, such as person to person, but also in organizational relationships with employers, marketers, organizations, and the public. Some existing research on self-disclosure in the work environment focuses on revealing stigmatizing identities, predicting disclosure, or exploring specific contexts.[9]

As explained above, self-disclosure does not only occur between individuals in everyday social settings but can also occur to individuals and organizations in the workplace. Sensitive self-disclosed information in the workplace may be particularly complex given the legal protections afforded to disclosers which may affect the way people manage their

personal self-disclosure in the workplace.[10] Disclosure of personal information almost always emerges gradually between parties over time and is largely based on trust built between communicants.[11] According to Robinson (2017) relationships involving self-disclosure can in turn lead to the formation of social bonds, which individuals can depend on in their daily lives. So Robinson suggests learning to manage self-disclosure in all types of relationships even though for the current time it may be confusing because humans now live on sharing personal things in everyday life through communication and the closeness of established relationships.

The theory of Communication Privacy Management (CPM) as a boundary in establishing relationships in organizations

In this case, what extent is familiarity interpreted in the relationship between organizational actors and newcomers in the organization? Sandra Petronio in Griffin in communication privacy management theory (CPM) utilizes this management as a map of how people navigate privacy. Petronio wants humans to create privacy boundaries that include information that we have but

[8] Robinson, S.C, "Self-Disclosure And Managing Privacy: Implications For Interpersonal And Online Communication For Consumers And Marketers, *Journal of Internet Commerce*, 16, no. 4 (2017): 385.

[9] Smith, S. A., & Brunner, S. R., "To reveal or Conceal: Using Communication Privacy

Management Theory to Understand Disclosures in the Workplace," *Management Communication Quarterly, 31, no.* 3 (2017): 3-4

[10] Smith, S. A., & Brunner, S. R., "To reveal or Conceal": 3.

[11] Robinson, S.C, "Self-Disclosure And Managing Privacy: 386.

others do not know. Petronio reveals that the ownership of personal information becomes an obligation, she claims that if we know secrets about something that no one else knows, we are responsible for that information and how we handle it. That is why we must control who else will know our personal information. Communication Privacy Management (CPM) theory maintains that five factors play a role in how a person develops their own privacy rules with Culture, Gender, Motivation, Context and Risk/Benefit, Petronio in Griffin[12] Communication Privacy Management (CPM) theory maintains that five factors play a role in how a person develops their own privacy rules, Culture, Gender, Motivation, Context and Risk/Benefit. Sandra Petronio uses metaphorical boundaries to define privacy in the management process. Privacy boundaries that draw a split between private information and public information. This theory argues that when people disclose personal information, they rely on rule-based management systems to control the level of accessibility. The individual's privacy sets the limits of his self-disclosure. Once disclosure is made, negotiation of privacy rules between the two parties is required. The sad meaning of "turbulence boundary" can arise when conflicting expectations for privacy management are identified.

Having the mentality of protective limits is to understand these five BPS principles from Petronio, namely:

1. People believe that they have the right to control their own personal information.

2. People control their personal information through the use of personal privacy rules.

3. When others disclose or provide access to someone's personal information, they become co-owners of that information.

4. Co-owners of personal information need to negotiate with the private owners to arrange which has been approved by the private owners.

5. When the co-owner of personal information does not effectively negotiate and follow mutually held privacy rules, then the turbulence limits its success.

Frame work

Newcomers or new employees in an organization must carry out the socialization process from both individual newcomers and the organization that employs them. One of the things that newcomers can do during the socialization process is to adapt and get to know the organization.

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[12] Griffin, *A first look at communication theory….,* 170-171.

And the people in it through existing communications. An important concept in interpersonal communication in the context of a positive relationship cultivation strategy is the disclosure (disclosure) of a communicant sharing information about himself with other communicants, both individuals and organizations. Not infrequently new individuals who are too eager to forget the boundaries and privacy that should be guarded and not given to others, therefore in this study trying to find out how the management of self-disclosure of an individual or new employee (newcomer) in an organization through the process of socialization within the organization. by exploring the anticipatory socialization, encounter, and metamorphosis phases. Furthermore, knowing what factors become the calculation of the individual to carry out self-disclosure or self-disclosure that can be followed from communication privacy management theory including culture, gender, motivation, context, risk/benefit ratio.

Method

Data collection is done by interview or interview method, through unstructured interviews which are interviews that are not based on a list of questions. Interviews were conducted directly or indirectly through social media or online meetings.

The sampling technique is purposive sampling, namely sampling based on certain balances such as population characteristics or previously known characteristics (Notoatmodjo, 2010)[13]. Therefore, the researcher categorizes the informants into the age group of 18 to 25 years old with the status of new employees or newcomers from November 2021 December to 2021 from various organizations, both private and non-private.

So that 2 (two) respondents were obtained including Sri who is 23 years old and started working in September 2021 who works for a company in the field of education provider services (MAX Academy) and Nasyela who is 24 years old and started working in October 2021 in a company in the distributor sector. (PT ARISTA). Data were collected from face-to-face interviews with respondents as well as through virtual face-to-face, secondary data by utilizing previous research and literature studies.

Findings and Discussion

Newcomer Socialization Processes In the socialization process there are several phases that will be passed by newcomers in adapting to their new organization. Anticipatory Socialization, the process of socialization through learning before individuals enter the organization is used by Respondent 1 or

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[13] Notoatmodjo S., *Penelitian Methodologists Kesehatan*, Jakarta: Rineka Cipta, 2010), 25.

we can briefly (R1) by doing mini research and observing about the company he is going to before conducting an interview session with the company. R1 digs deeper into what product outputs are produced by the company he chooses to support the data to answer the interview he will do. Even R1 tried to find out more about the role he chose in the company.

Respondents mentioned that in this phase it takes more initiative or curiosity to be able to get more and deeper information about the targeted organization. Meanwhile, Respondent 2 (R2) searched for information about the company that he registered after he received a statement announcement to conduct a user interview with the company. The information he is looking for is in the form of when the company was founded, its vision and mission, what field it is engaged in, what achievements have been obtained by the company so far, and the work system and sales system. R2 did not do mini research and observe before he was declared to have passed the interview stage.

The encounter phase considers that newcomers must work to understand their new organizational culture, which can be done by relying on predispositions, past experiences, and interpretations of others. However, this phase is not only done one-sidedly by newcomers, the organization can also provide a forum for newcomers to learn and understand the organizational culture that will be explored. What happened to R1 in the organization he

chose when the respondent was declared accepted and ready to join, the organization made greetings for newcomers in the form of greetings and direct discussions with the founder of the organization. In that session, respondents chatted as usual like a friendly relationship in a relaxed and not rigid, this aims to create a strong bond between the leadership and employees.

Organization R1 prepares the 1st and 2nd onboarding programs, where the 1st onboarding program contains providing information to newcomers by informing newcomers of the newcomer's contract with the organization, organizational structure, and who will be in direct contact with newcomers. The 2nd onboarding program focuses more on R1's own work division, namely academic affairs, where respondents discuss with the user or the principal of the learning program and explain the jobdesk of the respondent and how the relationship will be between R1 and students.

In the 2nd onboarding session, R1 also received Material Quality or (MQ). In the R2 organization, there is no special program for newcomers in the encounter phase that can help newcomers learn about their new organizational culture. R2 only had to learn on his own and on his own initiative to get a lot of information related to the company culture and company systems. Fortunately, R2 includes individuals who are active in seeking information. This is also driven by the help of the company's human

resources, which opens the door for newcomers to get acquainted with other members of the organization.

The last phase in this socialization process is metamorphosis where recruits are accepted, becoming members of a participating organization by learning new behaviors and attitudes or modifying existing ones. The problem faced by R1 in his new organization is the start-up organizational culture where respondents do not yet know how the start-up organization works.

There is no patent flow in the work system in the R1 organization, the respondent immediately works with the "you can do anything" system, so according to R1 the introduction by newcomers to a new organization with onboarding and so on is considered insufficient. There must be training that can support the process of adjusting work and existing systems in the organization. The added value is that the R1 organization has a scrum program, namely 9 between employees and the organization to communicate about the workflow and work system both input and criticism which will later get feedback from the organization to support the work evaluation process.

R2 admits that the metamorphosis phase or studying the organization of attitudes and behavior is a difficult thing to do. Given that R2's personality is full of initiative, R2 made a mistake, namely when he didn't know what kind of work he was doing, R2 first tried to find out for himself but it turned out that the organizational culture was the opposite. R2 should immediately ask a co-worker if he finds something he doesn't understand instead of finding out for himself first because it will waste R2's work time so that at the beginning of work R2 has problems with messy work assignments due to the approaching deadline due to running out of time to find out himself about his work.

Self-disclosure on the socialization process

R1 considered that his self-disclosure was only limited to work professionalism. During the socialization process, R1 was quite active in communicating with his fellow divisions regarding his jobdesk. Because when R1 became a newcomer in his organization, it was still in the pandemic period, the respondent could not meet face-to-face in the office so that the communication that was established was also not as massive if it was not hindered by the pandemic.

However, sometimes R1 takes the time to meet with colleagues to just do a job desk or work together, that's where communication occurs and openness or self-disclosure is a little loose. Before R1 joined his current organization, the respondent had colleagues who also joined the organization first. So that this is used by respondents to dig deeper and wider to study the rhythm of organizational work, organizational structuring both superiors and

subordinates, organizational culture, and so on.

What is obtained from R1 is that there are several members of the organization who carry out self-disclosure or self-disclosure related to their previous educational positions and alma mater. The self-disclosure of this educational alma mater has both positive and negative impacts.

R1 assesses that there are employees with overseas graduate statuses that actually give the value of arrogance in the context of work, and vice versa there are employees with overseas graduate status who actually have added value with the knowledge and thoughts they got while attending school.

This resulted in R1 assessing that there are positive and negative values from self-disclosure at the educational alma mater, the added value creates respect or respect and appreciates if he is competent and vice versa has less value if the employee with the status of a foreign graduate is too arrogant and manages to create a sense of pride. uncomfortable. This perception causes R1 to refer to the status of the educational alma mater as self-disclosure which has positive and negative values.

In the company where R2 works, the number of employees is not as many as large companies, only about 20-30 people. Especially in this company, there are many employees whose age is above R2 in the range of 27 years and over and

already have family status. So R2 found an age gap between him and his co-workers. Example can be 10.

It was found that when R2 took a lunch break with colleagues, the topic discussed was about "what are you cooking today?" and "how are the children" where R2 has not been able to follow the topic because he is not yet married. In contrast to adults aged R2 who are 24 years old who will discuss different topics with colleagues who are already married, those around R2 will talk about how their work is, what are their plans for the future, what are the resolutions and so on related to the work spirit and work ethic of today's youth.

So that R2 believes that he as a newcomer until now has no work colleagues who can be his daily friends or friends who complain, only have colleagues who should be professional at work due to the age gap that limits communication so that the intensity of self-disclosure) reduce.

Privacy boundaries newcomer socialization process

Petronio brings Communication Privacy Management (CPM) theory to discover the factors a person has in maintaining their privacy rules through culture, gender, motivation, context and risk / benefit ratio. In the case experienced by Defendant 2 or R2, the boundaries of privacy were created due to an age gap

that caused a lack of connectivity to the topics discussed about one's life.

Everyone has different interests related to the discussions raised within the organization. the existence of this age difference is the background to the difference in status between R2 and other employees. So, as R2 has been a newcomer to the organization so far for almost 1 (one) year of work, R2 does not have a close colleague who is considered close to be able to exchange views and tell stories about his personal life. Self-disclosure is limited due to different interests and different age differences, so relationships within the organization are limited to professionalism.

In addition, this could be a factor for R2 to think about the risk / benefit ratio if he conducts a more open self-declaration, it could be because of the different interests and gaps, it is possible that there will be discomfort or even not get the answer that is expected. if there is a self-disclosure that goes beyond the context of colleagues.

The boundaries of privacy in R1 are described in the motivational factor that there is nothing that supports R1 to be able to carry out self-disclosure beyond the subject of work assignments or organizations because there is no room for them to meet the demi-impoverished covandaries- covakid 19. Thus the approach process does not work in a broad and flexible way if met face to face. But on the other hand, R1 has a partner who has a relationship with him starting from

the high school level (SMA) so that only that person can be flexible and open and make self-disclosure about the environment.

The form of transmission of complaints, dissatisfaction, suitability for a particular individual, job satisfaction, and so on regarding the context of the organization's work environment. R1 believes that self-disclosure is considered safe if it is poured out on a colleague he has known for a long time.

Conclusion

Based on the interviewee's perspective as a newcomer to the new organization he is involved in, self-disclosure does not always exist in the form of a socialization process between the newcomer and existing organizational actors. Indeed, there are limitations in revealing yourself to peers, such as the age gap and education status that make newcomers think twice about self-disclosure.

However, the lack of self-disclosure does not prevent newcomers from continuing to carry out the socialization process with various stages based on Miller theory, including early socialization, meeting and metamorphosis.

Despite the fact that in this process of socialization between 2 (two) different organizations, in the MAX Academy organization they provide a program called onboarding to assist newcomers in

the process of socialization of the work culture of the organization. while PT ARISTA gives full authority to newcomers to use their model in the socialization process in the new organization.

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