

## Interpersonal Communication Strategies of Bank Employees in the Employee Transfer Adaptation Process: a Phenomenological Study of Employee Self-Disclosure

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### Abstract

The increasingly competitive dynamics of the banking industry have made employee transfer policies a strategic instrument. However, transfers between work units often pose psychological challenges for employees, such as uncertainty in communication. This study aims to explore in depth the phenomenological experiences of BTN employees in navigating the post-transfer adaptation process through an interpersonal communication approach, as well as how they utilize self-disclosure to build functional trust. This study adopts a constructivist paradigm with qualitative methods and a phenomenological approach. Data collection was conducted through employee interviews. The analysis focused on employees' subjective interpretations of the adaptation strategies they constructed in their new environment. The results revealed that employees applied adaptive uncertainty reduction strategies, moving from a passive phase to an interactive phase. A unique finding of this study highlights employees' preference for using low-risk third parties, such as *outsourced* workers and secretaries, as safe initial sources of information before interacting intensively with organic colleagues. In the dynamics of *self-disclosure*, employees tend to be open about the technical vulnerabilities of their work to accelerate knowledge transfer, but apply strict privacy management regarding personal and family matters. Compatibility is achieved when employees successfully align their personal communication rhythms with the culture of their new work unit. The study confirms that successful adaptation to transfer does not only depend on technical competence, but also on the effectiveness of interpersonal communication in reducing anxiety and building social integration.

**Keywords:** Interpersonal Communication, *Self-Disclosure*, Transfer, Employees, *Uncertainty Reduction Theory*

### Introduction

The banking industry is currently facing a wave of massive transformation due to the acceleration of digital technology and the transition to the *Society 5.0* era. Competition in the financial sector is no longer based solely on technological assets but has shifted to *human capital*. Human resources occupy a central position as intellectual assets that determine the resilience and innovation capabilities of companies amid global market volatility (Alwy, 2022). This changing business landscape requires banking management to design more dynamic and adaptive employee development strategies. The focus of competency development has now expanded from merely technical operational skills to strengthening the psychological aspects and mental resilience of employees in the face of change. Banking institutions that want to survive must be able to produce talents who are not only digitally savvy but also have high interpersonal maturity. The biggest challenge in human resource management in the modern banking sector is the effort to align the efficiency of digital systems with the psychological well-being of employees. High target pressures and demands for speed of service often trigger the risk of work stress and a decline in employee engagement with the organization. Banking organizations must create a supportive work ecosystem to maintain mental health while driving optimal productivity amid fierce competition (Fadiyah et al., 2025). Failure of management to address this human aspect has the potential to increase employee *turnover* and the loss of the company's best talent. Effective retention strategies are urgently needed to maintain operational stability and ensure the sustainability of bank leadership regeneration. This issue places human resource management in a strategic role as a crucial business partner.

Employee transfer policies are one of the strategic instruments commonly used by banking organizations to maintain work dynamics and productivity. Transfers serve as a career development mechanism that allows employees to enrich their operational knowledge and experience in various work units or different regions. This step is also implemented as an effort to mitigate operational risks (*fraud*) by limiting the length of time employees can hold certain strategic positions. Through this job rotation, companies hope to place each individual in the position that best suits their potential in order to optimize organizational performance. Dessler (2019) emphasizes that the management of internal employee movements must be carried out in a planned manner to ensure alignment between business needs and individual aspirations. The definition of transfer in human resource management literature has a specific meaning related to changes in employment status. Ramadhani et al. (2023) define transfer as an employment activity related to the process of transferring the functions, responsibilities, and employment status of workers to a specific situation with the aim of enabling the workers concerned to obtain deep job satisfaction. Transfers can be vertical shifts such as promotions or demotions, or horizontal shifts in the form of job rotations at the same level in different locations. The basic principle of implementing transfers should ideally adhere to *the right man in the right place* in order to provide added value for both employees and the company. The right transfer decision will trigger new enthusiasm for work, whereas poor management can be a source of problems for employees (Suprihanto & Putri, 2021).

The implementation of transfers in the field often presents complex adaptation challenges and psychological shocks for transferred employees. Transferring work units forces individuals to leave their comfort zone and break their previously established daily routines. Nalla & Satiningsih, 2024 found that bank employees who experience transfers are prone to *distress*, which manifests in the form of behavioral disorders, emotional turmoil, and physical complaints. Uncertainty about the new work environment and local cultural norms are the main sources of anxiety that hinder performance in the early stages of relocation. This phenomenon shows that transfers are not merely an administrative process, but a life transition that requires strong psychological resilience.

The adaptation process of employees in a new environment is highly dependent on the quality of interpersonal communication established with local colleagues. Interpersonal communication serves as a vital bridge that connects transferred employees with the culture and information in their new work unit. DeVito (2016) explains that effective interpersonal communication helps individuals understand themselves and others and maintain healthy social relationships. Intense and empathetic interactions enable employees to reduce communication *uncertainty* and accelerate their understanding of new role expectations. Fadiyah et al. (2025) add that good

interpersonal communication between employees is directly correlated with increased work effectiveness and team motivation within the organization. One of the most crucial dimensions of interpersonal communication in accelerating the adaptation process is *self-disclosure*. This concept refers to a person's voluntary act of revealing personal information that is usually hidden to others in order to build closeness in relationships. Jourard (1971) argues that the ability to be transparent with others is a prerequisite for a healthy personality and authentic relationships. The courage of transferred employees to open up about their difficulties or expectations can elicit empathy and social support from new coworkers. This openness becomes a gateway to building *trust*, which is the main foundation of solid team collaboration. Proportional self-disclosure has been proven to have a positive impact on the mental health and work productivity of employees who are adapting. Intani et al. (2022) revealed that individuals who engage in *self-disclosure* tend to have lower anxiety levels because their emotional burdens are well channeled. Employees who feel safe to share their stories will have more mental energy to focus on completing tasks rather than wasting it on covering up their discomfort. A culture of openness also minimizes communication misunderstandings that often occur due to cultural differences between branch offices. *Self-disclosure* is therefore not only a social necessity but also a functional adaptation strategy to achieve peak performance after relocation.

Previous research on employee transfers and performance in the banking sector has been dominated by quantitative approaches that measure the relationship between variables statistically. Studies such as that conducted by Prastiwi (2024) focus on the effect of job placement and transfers on employee performance figures using structured questionnaires. Qualitative research using a phenomenological approach to explore the subjective experiences of mutated employees is still very limited in Indonesia. This *research gap* needs to be filled to gain a deeper understanding of how bank employees interpret and navigate their adaptation process through interpersonal communication.

PT Bank Tabungan Negara (Persero) Tbk (Bank BTN) is an ideal subject for this study given the company's strategic focus on human capital development. In its 2023 Annual Report, Bank BTN affirmed its vision of transforming into *The Best Mortgage Bank* in Southeast Asia by 2025 with the support of quality talent (BTN, 2024). The bank is actively undergoing digital and cultural transformation to create a more agile and responsive organization. This context places BTN employees in a dynamic of constant change where transfers and rotations are an integral part of the company's strategy. Understanding the dynamics of employee adaptation at BTN will provide a comprehensive picture of the human resource challenges in modern state-owned banks.

Bank BTN's commitment to human resource management is reflected in their *Employee Value Proposition (EVP)*, which is "Learn, Grow, Contribute, & Engage". This strategy aims to make BTN a home for Indonesia's best talent with a work environment that supports sustainable career growth (Bank Tabungan Negara, 2024b). The success of this strategy is evidenced by the achievement of the *HR Asia Best Companies to Work for in Asia* award in 2024 and 2025 (HR Asia, 2024). This achievement shows that the company's macro policies have been running well, but the reality of their implementation in the individual experiences of transferred employees still needs to be examined. This study will examine whether the values of the *Best Company* are truly felt by employees who are struggling to adapt to their new units.

The urgency of this research lies in the pressing need to formulate a more humanistic HR management approach in handling the employee transfer process. The failure of transferred employees to adapt can lead to a significant decline in productivity and potential losses for branch and corporate performance. The results of this study are expected to provide practical contributions to Bank BTN in refining its transfer policy so that it not only meets administrative needs but also maintains the psychological well-being of employees. This study also enriches the literature on corporate communication with an in-depth phenomenological perspective.

Based on the background of the problem described above, this study aims to explore employee communication experiences in the adaptation process. The title of this research is "Interpersonal Communication Approaches of Bank Employees in the Employee Transfer Adaptation Process (A Phenomenological Study of Employees at PT Bank Tabungan Negara)".

#### Methodology

Qualitative research was used in this study because the main objective of the research was to gain an in-depth understanding of the interpersonal communication process of bank employees in adapting to employee transfers at PT Bank Tabungan Negara (BTN) based on subjective experiences. Qualitative research allows researchers to explore the meanings, perceptions, and interpretations of transferred employees regarding their communication experiences, particularly related to the practice of *self-disclosure* in a new work environment. The phenomenological research method was used in this study to reveal and understand the lived experiences of bank employees who experienced transfers in the adaptation process in the new work environment at PT Bank Tabungan Negara (BTN). In this study, the data collection techniques applied were interviews, observation, and documentation of the research subjects who had been determined as informants. The analysis process began with in-depth interviews with key informants, namely BTN Bank employees who had a deep understanding of the employee transfer process. The informants, in this case, were 10 transferred employees at PT Bank Tabungan Negara (Persero) Tbk. The researcher analyzed the data through three stages that took place simultaneously. These stages included data reduction, data presentation, and concluding.

#### Results

Based on the results of data collection from interviews with research informants and non-participatory observation in the field, the following research results were obtained:

##### **a. Interpersonal communication strategies of transferred employees in reducing communication uncertainty (*Uncertainty Reduction Theory*)**

The new work environment after transfer at Bank BTN gave rise to strong communication uncertainty due to differences in work culture, language style, informal hierarchy, and task contexts that were not fully understood. Mayang Shafira Salsabila mentioned that the main obstacle lies in the uncertainty of choosing the appropriate language style due to not knowing the age and position of the interlocutor: "*The obstacle is definitely the language style, because we don't know whether our interlocutor in the new place is older, our superior, or the same age, or younger*" (Mayang Shafira Salsabila, Transferred Employee).

This uncertainty is exacerbated by regional cultural differences, as experienced by Reza Fakhruddin when he was transferred from Jakarta to Surabaya, where a louder tone of voice was interpreted as anger: "*I thought, why is he talking like that, like he's angry*" (Reza Fakhruddin, Transferred Employee). Meanwhile, Rio Andesta experienced culture shock when he moved from an informal branch office to a bureaucratic head office, where jokes actually triggered negative responses: "*It turns out that when we try to joke around at our new workplace, the response is actually the opposite*" (Rio Andesta, Transferred Employee).

In facing this uncertainty, transferred employees consistently begin their adaptation with a passive strategy through observation. Candra Dewa Kusuma revealed that in the early stages, he chose to observe his coworkers' characters before getting actively involved: "*When I first arrived here, I tended to be passive at first*" (Candra Dewa Kusuma, Transferred Employee). This strategy is also used as a self-protection mechanism when employees feel they do not yet understand the context of the conversation, as Candra acknowledged: "*I withdraw when I don't understand*

something... *I usually keep quiet*" (Candra Dewa Kusuma, Transferred Employee). Reza Fakhruddin adds that observation focuses on central figures in the group as the key to social acceptance: *"I have to know the people who hold the key to the conversation"* (Reza Fakhruddin, Transfer Employee).

When observation is deemed insufficient, employees switch to an active strategy by utilizing third parties as a reliable source of information. Mayang Shafira Salsabila uses the division secretary as her main reference for understanding the character of the leadership and the dynamics of the work unit: *"The secretary is like a walking dictionary"* (Mayang Shafira Salsabila, Transferred Employee). Rio Andesta takes a different approach, preferring to ask outsourced workers because they are considered more neutral: *"I usually ask my outsourced friends... they are more neutral and have no vested interests"* (Rio Andesta, Transfer Employee). After gaining sufficient social capital, employees begin to apply interactive strategies through direct communication. Candra Dewa Kusuma realizes that his boss's silence does not always mean understanding, so he chooses to ask directly when confusion arises: *"Silence can be interpreted as not understanding... only then is it asked to management"* (Candra Dewa Kusuma, Transfer Employee).

Interactive strategies become more effective when supported by informal interactions and workplace support. Rio Andesta emphasizes the importance of informal communication to build personal rapport: *"Establish communication first that is not laden with vested interests"* (Rio Andesta, Transfer Employee), while Candra Dewa Kusuma mentions hobbies and sports as safe topics to build common ground. From the management side, Yogi Isworo emphasized the importance of two-way communication and constructive *feedback*, while Nico Ridho Fouzan emphasized the role of leaders in actively accompanying new employees. This support was confirmed by regular coworkers such as Muhammad Anugrah Putra and Steffany Simanjuntak, who saw transfer employees become more confident and accepted by the team.

The results of the research in this sub-chapter conclude that communication uncertainty at the beginning of the transfer period is an inevitable but manageable phenomenon. BTN Bank employees intuitively apply the stages of *Uncertainty Reduction Theory*, starting from passive observation for security, active information seeking through trusted intermediaries (such as secretaries or *outsourcing*), to interactive face-to-face communication to build deep relationships. The success of this strategy is largely determined by the personal initiative of employees to "read" the environment and the support of an open communication climate facilitated by management and colleagues. It is the synergy between individual strategies and environmental support that ultimately transforms uncertainty into work comfort and productivity.

#### **b. Employees utilize the dynamics of self-disclosure to build trust**

The high-pressure and strictly regulated banking environment requires the establishment of functional trust among employees, especially for transferred employees at Bank BTN. Findings show that *self-disclosure* is used strategically to break through initial awkwardness and build trust, but it is done gradually through a process of *testing the waters*. Mayang Shafira Salsabila said that it took her quite a long time before she felt safe to open up: *"It took quite a long time, about two to three months (before I felt safe to talk)"* (Mayang Shafira Salsabila, Transferred Employee). In contrast, Reza Fakhruddin showed a faster acceleration of adaptation due to an urgent need for work support: *"It was faster with close friends... within 3 or 4 days, I was already able to chat"* (Reza Fakhruddin, Transfer Employee). This variation confirms that the intensity of need and psychological security affect the speed of self-disclosure.

In the early stages, transfer employees tend to choose safe topics as a gateway to interpersonal relationships. Candra Dewa Kusuma mentions hobbies, sports, movies, or games as a means of finding common ground: *"Usually about the world of sports or the world of games, or sometimes movies too"* (Candra Dewa Kusuma, Transfer Employee). However, privacy boundaries are still strictly maintained. Reza Fakhruddin explicitly avoids family topics because they are considered too personal: *"Family issues... maybe the recipient would also be unly awkward"* (Reza Fakhruddin, Transferred Employee), in line with Mayang, who limits discussions about romance and family for professional comfort: *"Privacy outside of work is limiting. Because it's more comfortable that way at the office"* (Mayang Shafira Salsabila, Transfer Employee). This shows that *self-disclosure* is understood as managed openness, not unlimited openness.

*Self-disclosure* also functions as a functional mechanism to overcome limitations in technical competence. Reza Fakhruddin openly admits his ignorance, which is responded to positively by the team: *"If, for example, I don't know 70% of it, they help... they even offer, 'Sir, is there anything I can help you with?'"* (Reza Fakhruddin, Transfer Employee). This support is confirmed by regular coworkers, Muhammad Anugrah Putra: *"The team reacted positively... they tended to be supportive rather than letting him learn on his own."* (Muhammad Anugrah Putra, Regular Employee), as well as Steffany Simanjuntak, who emphasized the existence of direct guidance: *"There is no impression of neglect... team members understand that adaptation takes time"* (Steffany Simanjuntak, Regular Employee). Reciprocity also emerged in the form of sharing experiences and complaints, even internal gossip, which according to Mayang was a sign of social acceptance: *"Usually when we talk about it... it's gossip"* (Mayang Shafira Salsabila, Transferred Employee).

The impact of managed self-disclosure is seen in increased psychological comfort and work productivity. Rio Andesta emphasizes that open communication makes work more *enjoyable*: *"As long as we communicate everything, it makes us enjoy working"* (Rio Andesta, Transfer Employee), while Candra Dewa Kusuma links it directly to performance: *"The comfort of communication certainly has a big influence... on my productivity"* (Candra Dewa Kusuma, Transfer Employee).

The results of the research in this sub-chapter conclude that the dynamics of self-disclosure at Bank BTN are not merely social activities, but rather a functional *survival strategy*. Transferred employees use measured openness, ranging from light topics to acknowledging technical needs, to build trust with colleagues. Positive responses in the form of technical assistance, emotional validation, and reciprocal storytelling from coworkers create a solid collaborative climate. It is this synergy between individual initiatives to be open and environmental support (from teams and management) that ultimately helps transferred employees to return to work effectively and productively in their new units.

#### **c. Employees' phenomenological experiences in achieving functional fitness**

Achieving *functional fitness* is the culmination of the adaptation process for transferred employees at Bank BTN, which is defined as the ability to perform tasks effectively and comfortably without significant psychological pressure. The findings show that this condition is achieved through different *learning curves*, depending on the context of the work unit and individual background. Rio Andesta describes adaptation as a process of aligning the work rhythm from the branch to the head office division, which takes one to two months: *"How to align the work rhythm with the new work unit... 1-2 months for general work"* (Rio Andesta, Transferred Employee). Meanwhile, Mayang Shafira Salsabila needed about three months due to the high complexity of coordination: *"The process involves a lot of coordination and communication between PICs, between coworkers, between superiors"* (Mayang Shafira Salsabila, Transferred Employee). In contrast, Candra Dewa Kusuma, who had relevant experience, only needed two to three days to adapt functionally: *"The adjustment took about 2 to 3 days"* (Candra Dewa Kusuma, Transferred Employee). This variation confirms that functional fitness is greatly influenced by the relevance of previous competencies.

Reza Fakhruddin's experience shows a separation between social adaptation and technical adaptation. He was able to adapt in terms of communication in a short time, but technical mastery is ongoing due to the complexity of the work: *"In terms of communication, it usually takes 3 days, but in terms of work, I'm still learning"* (Reza Fakhruddin, Transferred Employee). In this process, interpersonal communication is an important factor in creating psychological comfort. Rio Andesta emphasizes that open communication makes work more *enjoyable*: *"As long as we communicate everything, it makes us enjoy working"* (Rio Andesta, Transferred Employee), while Candra Dewa Kusuma links it

directly to productivity through team synergy: "*The comfort of communication certainly has a big influence... based on our synergy*" (Candra Dewa Kusuma, Transfer Employee). However, Mayang pragmatically emphasizes that communication serves as a tool to accelerate task understanding: "*The main factor is how you can understand your tasks more quickly... communication should be interactive and to the point*" (Mayang Shafira Salsabila, Transfer Employee).

From an organizational perspective, management views functional fitness as a combination of performance achievement and social integration. Yogi Isworo emphasized the expectation that transfer employees should be able to get the job done immediately, with a flexible adaptation period: "*The hope is that they can adapt quickly so that the work... can start running immediately*" (Yogi Isworo, Head of the Head Office Department).

Nico Ridho Fouzan adds that the success of adaptation is not only measured by KPIs, but also by qualitative aspects: "*Employee performance should not be evaluated solely from a quantitative perspective... qualitative aspects are equally important*" (Nico Ridho Fouzan, Head of KCP). Triangulation from regular coworkers reinforces this finding. Muhammad Anugrah Putra stated that open communication speeds up coordination: "*Information, coordination, and problems can be resolved quickly.*" (Muhammad Anugrah Putra, Regular Employee), while Steffany Simanjuntak believes that communication between transferred employees helps minimize misunderstandings: "*It makes coordination between team members smoother*" (Steffany Simanjuntak, Regular Employee). Systemic support from Human Capital through onboarding programs and buddy systems acts as an accelerator for achieving functional fitness. These programs provide a formal channel for transferred employees to ask questions and learn: "*Becoming a counterpart for questions about daily activities*" (HRD/Human Capital Staff), while also facilitating early detection for employees who are having difficulty adapting. The results of the research in this sub-chapter conclude that functional fitness is the result of synergy between individual competence and environmental communication support. Transferred employees achieve optimal productivity through a learning process supported by open communication, knowledge transfer from colleagues, and clear direction from superiors. Although the duration of adaptation varies between individuals, the general pattern shows that comfortable interpersonal communication is the foundation that enables technical competencies to be executed well. Work productivity at Bank BTN, therefore, cannot be separated from the quality of human relationships within the organization.

#### Discussion of Findings

The adaptation process of transferred employees at Bank BTN in the early stages is characterized by high communication uncertainty, as described in *Uncertainty Reduction Theory* (URT), which places individuals in a state of ambiguity when entering a new environment. This uncertainty triggers anxiety due to the loss of previous work culture references, such as differences in communication styles, informal norms, and power relations structures. This situation encourages employees to consciously make cognitive and behavioral adjustments to increase predictability and social acceptance (Xing, 2023). If this uncertainty is not managed properly, the risk of social isolation may arise and potentially hamper the bank's operational performance.

To respond to these conditions, transferred employees tend to begin their adaptation through passive strategies by taking on the role of observers. This strategy helps employees read social dynamics, communication patterns, and central figures in the work unit without being directly involved in risky interactions. This non-intrusive observation approach has proven effective in understanding unwritten norms before active participation (Adde, 2025). At Bank BTN, passive strategies also function as an impression management mechanism, where employees strive to maintain a professional image while minimizing communication errors in the early stages of adaptation.

As the need for more specific information increases, the limitations of passive strategies encourage employees to switch to active strategies by seeking information through third parties who are considered safe and neutral. The findings highlight the important role of division secretaries and outsourcing personnel as trusted information intermediaries. This channel helps employees validate assumptions and gain an understanding of their superiors' characters and work culture without having to deal directly with potentially tense situations (Inayah et al., 2025). This active strategy serves as a transitional bridge before employees enter a phase of more intense direct interaction. The next stage is marked by the use of interactive strategies through face-to-face communication, reflecting employees' increased confidence and courage in managing uncertainty. Informal interactions such as lunch together or sports activities are important catalysts that facilitate two-way dialogue and clarification of work instructions. The intensity of interpersonal communication built during this phase contributes significantly to the effectiveness of collaboration and the reduction of cognitive and behavioral uncertainty (Fadiyah et al., 2025). The transition of strategies from passive to active to interactive shows that the reduction of uncertainty is adaptive and contextual rather than linear. The effectiveness of these uncertainty reduction strategies is optimized when supported by a supportive and psychologically safe work environment. Positive responses from colleagues and a persuasive approach from leaders create *psychological safety* that helps employees ask questions, learn, and make mistakes without fear (Joshy & Anjali, 2025). Employee flexibility in combining the three communication strategies according to the situation has been proven to increase *functional fitness*, reinforcing the finding that communication adaptation in the modern banking environment requires agile and repeated social navigation skills (Magliozzi, 2025). As the adaptation process progresses, interpersonal communication strategies develop through the dynamics of *self-disclosure*, which is gradual and measured. Transferred employees begin their disclosure with neutral topics before moving on to more substantial work issues, in an effort to maintain psychological safety and professionalism (Purnamasari, 2022). This disclosure is not spontaneous, but rather strategically managed to minimize the risk of social rejection in a work environment that is not yet fully understood. The aspect of reciprocity emerges as a key element in the sustainability of *self-disclosure*, where openness that is responded to in a balanced manner by colleagues strengthens trust and relational empathy. Reciprocal information exchange has been shown to transform work relationships from transactional to relational, thereby increasing team cohesion and collaboration effectiveness (Mangus et al., 2020). Task-related vulnerability disclosures, such as acknowledging technical limitations, actually function as an instrumental strategy to accelerate knowledge transfer and build functional trust (Masimane et al., 2022).

However, employees still apply strict privacy management to sensitive personal issues in order to maintain a professional image in a formal banking environment. This selectivity in opening up is in line with the findings of Intani et al. (2022), which emphasize the importance of boundaries between the personal and professional spheres to avoid unproductive emotional burdens. Well-managed openness creates a fluid work climate, minimizes conflict, and encourages innovative work behavior and team cohesiveness (Yeke, 2025).

Furthermore, the final phase of interpersonal communication dynamics leads to the achievement of *functional fitness* as a holistic indicator of the success of transferred employees' adaptation. This concept refers to the internal capacity of employees to carry out operational tasks without excessive psychological pressure (Kim, 2012). Research findings show that the transition from feeling alienated to feeling competent involves an intense internal negotiation process between organizational demands and individual adaptive abilities, in line with the integrative adaptation theory view that functional fitness is the result of a dialectic between pressure and adjustment that leads to growth in work capacity. Variations in adaptation duration among informants, ranging from days to months, confirm that *functional fitness* is not a uniform achievement. Competency background and task complexity in the new unit are the main determinants

of performance stabilization speed, where employees with relevant experience are able to *transfer knowledge* more quickly. These findings reinforce the results of Kusuma's (2025) research, which states that the impact of job rotation in the banking sector is highly dependent on individual competency readiness and organizational communication support. Intensive communicative interaction is the main accelerator of technical competency mastery, especially through the exchange of tacit knowledge that is not formally documented, thereby accelerating the learning curve and increasing the efficiency of achieving work targets (Awaludin et al., 2025).

The psychological comfort that grows from positive interpersonal communication has been proven to be directly correlated with the stability of employee productivity and work resilience. A pleasant work atmosphere reduces cognitive load and allows mental energy to be focused on achieving KPIs, as also found in the study by Malik et al. (2024). Management support through adaptation time tolerance, realistic performance expectations, and mentoring programs provides psychological space that prevents excessive stress and *burnout* in the early stages of change (Nalla & Satiningsih, 2024). Thus, *functional fitness* can be understood as an indicator of successful change that reflects technical, social, and psychological integration, where interpersonal communication serves as a key mechanism in transforming adaptation challenges into sustainable performance improvements.

#### Conclusion

Based on phenomenological analysis, this study concludes that the adaptation of transferred employees at Bank BTN is a gradual and dynamic communicative process, moving from passive observation to active interpersonal involvement. Interpersonal communication strategies have proven to be key in reducing uncertainty, building trust, and achieving functional compatibility in the new work unit. Employees begin adaptation by observing informal norms and structures, then utilize third parties as safe sources of information, and finally build direct relationships through interactive communication and social participation. Selective self-disclosure accelerates social integration without sacrificing privacy, while positive communication promotes psychological comfort and performance stability.

The implications of these findings emphasize that employee transfers should be understood as a social transition process rich in human dimensions, not merely an administrative policy. Theoretically, this study enriches organizational communication research by emphasizing the informal communication strategy of " " privacy management, and the role of non-structural actors in work adaptation. Practically, organizations are advised to develop more empathetic interventions, such as personal mentoring systems, informal communication spaces, and assertive communication training for transferred employees. Further research needs to explore communication adaptation in digital spaces, cross-generational differences, and the dynamics of self-disclosure longitudinally to deepen our understanding of the comprehensive employee adaptation process.

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