Developing “Culture Intelligence (CI3) Framework” Inside Social Media Using Johari Window Methods

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Abstract. Social media is one of the most important technologies at this moment. With the presence of social media, a significant change in communication occurs. Changes that arise can have two effects: positive and negative effects. Moreover, problems arise when social media is used unwise and to do negative tendencies. It creates a non-conducive environment. Therefore, a positive culture in social media must be developed and created. In developing a positive culture on social media, there are many challenges, such as different cultures in each country and even habits that have a high level of complexity, but it can be overcome by providing solutions on creating a positive culture on social media. This journal is a development of the journal: Development and Implementation of Wise Netizen (E-Comment) in Indonesia. The method used is Johari Window Method.
Gamayanto, Christian, Wibowo, Sukamto (Developing “Culture Intelligence (CI3) Framework” Inside Social Media Using Johari Window Method)
According to figure 1, we can see four important quadrants here which can be explained as follows: Quadrant 1- open can narrow the quadrant area 2, which is to ask others, about unknown or unconscious attitudes or behavior. Quadrant 1 can also narrow the quadrant area of 3- through telling or telling others so that they know our personality and values. The principle through openness, then we can respect each other and work together effectively to achieve common goals while in quadrant position 4 is a much-closed position and not known by anyone. Thus it can be inferred that we know our strengths and weaknesses, then we try to eliminate the bad traits unknown to us or realize.

3. Methodology

3.1. The Process of Culture Intelligence (CI3) Framework

![Figure 2](image)

**Figure 2.** The Process of Research- Results: Positive Culture – Social Media

According to figure 2, the first process is to analyze comments, criticisms and what's happening in social media, in some areas: economics, business, and politics. From here, we proceed to the next process by analyzing using Johari Window method. The third process is to create a CI3 framework to solve the problems contained in social media. The last process is to create a positive culture in social media and social media become wise. For data collection, a survey and interview with 100 participants (population 300 people) were conducted. The questions are as follows (shown in table 1): (10-100%; 10-40% negative and quite negative; 50% hesitate; 60-100% positive and positive enough): (Keep in mind that these survey and interview results are based on in the culture of each country and its environment, so these surveys and interviews have limitations on several things, such as time and space, but this data collection method can already represent users of social media in general).

<table>
<thead>
<tr>
<th>Questions</th>
<th>Points (%)</th>
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<tbody>
<tr>
<td>(1) Do you use; open and view social media every day?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
<tr>
<td>(2) Do you think the information provided by social media at this time contains a lot of negative information?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
<tr>
<td>(3) Do you fully trust the information provided by social media?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
<tr>
<td>(4) In the field of economics and business, whether the information and discussions conducted many positive things so as to give a positive impact on yourself or negative impacts so you are confused, which information is actually?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
<tr>
<td>(5) In the field of politics in social media, does it have a positive or negative impact on you?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
<tr>
<td>(6) Comments should provide a positive and not negative solution, in your opinion, is it more positive or negative for you?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
<tr>
<td>(7) Building positive social media culture, is it possible or impossible to do?</td>
<td>10 20 30 40 50 60 70 80 90 100</td>
</tr>
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Population 300 people; confidence level: 99%; margin of error: 2%, then the number of people surveyed is 280 people representing 300 people (result using a sample size calculator, SurveyMonkey) as shown in figure 3.

![Figure 3. Sample size – Population [22]](image)

Questions 1- 280 people said that they had social media - use and view it daily (100%); Question 2- 45 people answered social media contained many negative contents (points-10-30%) and 55 people said quite a lot (quite positive) and remained positive (point-55-90%); Questions 3-40 people answered believe (points-20-45%) and 60 people answered not fully trust, but some of them believed (points-50-85%); Questions 4-60 people responded negatively to information on economic and business growth and improvement (10-40% points) and 40 responded quite positively and confidently about economic improvement (50-55% points); Questions 5- 80 people answered negatively about politics (points: 10-20%) and 20 people answered quite positively (points: 50-55%); Questions 6-50 people answered quite negatively about comments on social media (points: 10-45%) and 50 people answered quite positively about comments on social media (points: 50-55%); Questions 7-5 people answered impossible and impossible (points: 10-20%) and 95 people said it could be done (points: 80-100%); Question 1-7: 80 people at 50% point, which means yes and no answer or in other words: in doubt; Questions 1-7: 100 people answered 10%, which means very negative about social media and all the problems. Notice the word "enough", it describes many unsatisfactory and more disappointing but it is not directly said, so this problem must be solved by using the CI3 Intelligence Framework.

4. Results & Discussions
In essence, culture is the whole idea and habits of humanity through learning something every day. It means, something becomes a culture after going through the process of habit, which is by learning. For example, people eating are not a culture because eating is instinctive. However, after eating, it becomes a party ceremony in a certain way, and then eating becomes a culture. It shows that culture is a manifestation of humanity that becomes a social heritage. In detail, the form of culture includes the following: (1) Religious systems and religious ceremonies. Religion, beliefs, myths and all things are related to spiritual matters; (2) Community system, including kinship system, legal system, marriage system, social organization; (3) The system of knowledge, both traditional modern, which is the meanings of human life; (4) Language, which functions as a means of communication and artistic expression; (5) Art as a meaning of expression of beauty, meaning of life and meaning of entertainment; (6) Livelihood systems of life as a meaning of human development of private and collective life; (7) Technological systems and equipment, which are the meaning by which humans can facilitate the development of life. Therefore, there are two attitudes that must be developed in the face of culture: (1) Culture is something concrete accompanying human life in society. There is no society without culture and no static culture. However, a critical and careful attitude is necessary. The task of social media users is to test, whether the culture is in accordance with the truth that should be accepted in full? In the testing process, social media users should be able to do a separation, between the "right" and the "hoaxes", which ones need to be removed and do not need to read, and which ones
are true information. (2) Renewing the culture. It must be admitted that every culture contains “something”. The whole world, including its culture, has something in it. The task of social media users is to renew the culture in social media as a manifestation of a positive attitude toward life and always renew themselves. At this point, we must understand that culture can be formed from a community that interacts and shares experiences. According to Myron Williams (2015): We live in a perilous time, where technology changes our entire life, starting from culture, time and language.

Social media and in relation to culture, in this case, have some things to be understood in advance of some literature, among others: (1) According to Norma L. Day-Vines (2018): There is a growing consensus among experts that culture, race and ethnicity can affect work; (2) According to Simeon Yates (2018): The direction of social media content is produced by younger, richer and more educated citizens. This strengthens the socioeconomic context, which is the main factor in determining which platform and the extent of citizen involvement in social media; (3) According to Anjali S. Bal (2015): Social media has changed the way companies communicate with customers. Changes and advances in social, cellular and online technology have created a storm, forcing companies to change the way they communicate; (4) According to Christian Fuchs (2012): Focusing on technology is an ideological search for control, simplicity and predictability in situations of high complexity, uncertainty and uncertainty; (5) According to Deirdre McCaughey (2014): The level of communication is the result of four important components, namely innovation, communication channels, time and social systems; (6) According to Stine Lomborg (2015): The ecology of social media is ever changing. New social media platforms, services, and applications are introduced at a fast pace. Many generate media attention; some gain a firm foothold, but most fade and disappear even before they hit the mainstream of users. The remaining ones change their interface and terms of service, integrate new services and features continuously. Social media do not stay the same; (7) According to M. Tsay-Vogel (2018): Self-disclosure refers to communication behaviour in which an individual consciously makes himself or herself known to others; (8) According to Sabine Trepte (2015): Social media cause turbulence in our privacy and such turbulence results in communication; (9) According to Rasmus Kleis Nielsen (2015): To understand the role of social media in society, we have to understand how social media are understood; (10) Understanding who is influential in a specific context, at a specific time, with a specific network of individuals is an emerging focus in the study of social media; (11) According to Greg Elmer (2015): What’s more, the double imperative of “going public” on social media platforms and stock exchanges is not restricted to platform users, Facebook also tracks information detailed on non-users, creating so-called “shadow” profiles; (12) According to Jason Farman (2015): In the age of mobile media, social interactions prioritize proximity and depend on our material engagement with the world. Our mobile devices take us out into the world and make social interactions meaningful in site-specific ways.

From these insights, we can see that social media has an enormous influence on all life, where all sides are influenced by social media, which in turn creates a new culture in social media, and what matters is: what can these impacts make the social media environment better or worse? This question is a difficult question to answer until there is evidence to see first-hand what it says, what to comment on and what to respond to. Here the three processes create a form of social media culture called culture communicating in general things to privacy. Therefore, from here on, we create a framework that is the result of the processing of the data obtained and from the analysis done on social media. First of all is the Johari Window-social media-netizen and second are the three levels of culture found in social media, which need to be understood by everyone, so as to create a positive environment in social media. It can be described as shown in figure 4.
Figure 4. Culture Intelligence (CI3) Frameworks

4.1. Johari Window-Social Media-Netizen

According to figure 4, we can see four important quadrants, where social media and Johari Window produce netizen classification (netizen means: an active participant in the online community of the Internet). To be able to generate a positive culture in social media, we need a classification as basic information in generating a more positive environment in social media. There are four types of netizen in social media, among others: (1) Open-netizen; (2) Blind-netizen; (3) Hidden netizen; (4) Unknown netizen. These four types have their own definitions that need to be understood, among others: (1) Open netizen- characteristics: honest; learner; not negative thinking; read carefully the information provided on social media; have positive motivation; give the best contribution to society; spreading information wisely; known as netizen who have high intelligence and high experience; able to influence others positively; able to provide solutions to existing problems; do not comment on things that are not important; humble; firm and gentle; willing to accept criticism and self-correction; quickly fix the mistakes and apologize. It did not repeat again the same mistakes; saying good things; provide advice that changes the mindset of others better; focusing on the future of him/her and/or others. (2) Blind netizen who have behaviors that criticize others, but never provide solutions; feel that he/she is the best of the best without wanting to see in him/her that every human really has a weakness that should be helped to be improved, but here the criticism is always thrown out without evidence and only a personal opinion that has no basis and supporting data; unable to know himself/herself very well, from his/her always negative expression of the leader and always disagreeing with what the leader does but no positive information can be given; always presenting the data but the focus is to bring down others; having the unwillingness of listening to others and feels his/her opinion is always right; not empathizing with others-just saying and doing without looking at the feelings of others so as to cause others to become stressed and depressed. (3) Hidden netizen who have bad motives toward others; always looking for other people's mistakes in social media; attempting to overthrow others in any way provided that the goal is achieved; using power to mask his/her weakness and refuse to listen to any counsel; plotting evil things to others do social media for the purpose of personal satisfaction.
4. Unknown netizen - using special machines in social media to achieve their objectives; performing actions that are unpredictable but more likely to be negative; full of mystery and it is not known who that person is; seize the rights of others in any way to achieve the goal; cannot be invited to communicate well, but tend to attack the other person; well in front but stab in the back; the sentence that appears to have a weight, but when observed, then the sentence that he pronounces has a lie and only something that is selfish.

4.2. Culture Intelligence (CI3) Framework

Once we know the four classifications of netizen in social media, then the next is how to apply it to the CI3 Intelligence framework. The first thing to understand is that we should be able to classify ourselves, among the four classifications of netizen, we belong to which classification; whether we mean open netizen; blind netizen; hidden netizen or unknown netizen. This requires honesty of self-assessment. For example, if we are already open netizen, then there is no problem in us as a netizen. What if we mean blind netizen and hidden netizen or unknown netizen ?; It requires a big change and the desire to become more positive. For the sake of thinking in the interests of others is the main thing that needs to be prioritized, not just for self-interest. Open netizen will be able to help blind netizen to change their perspective about communication; changing behaviors; changing words; giving an explanation of the negative impact of the words. Open netizen can also help hidden netizen to be able to respect each other and appreciate differences opinion. By giving examples, hidden netizen realize the mistakes they make and help weaknesses to become a more positive. Teaching hidden netizen will contribute positively rather than words that are always negative and make the culture in social media become uncomfortable. Open netizen is very hard to help unknown netizen because people do not know who is doing it and their hidden actions; this can be a massively distributing hoax that causes social media culture to become chaotic.

The culture of investigating information means open netizen do not trust information that is in social media without a clear source; the information provided must be objective and not subjective in nature for the purpose of bringing others down in any way. Sharing information should be done carefully even it needs to be discussed with people who have competence and experience in the field they have and or discussions with friends who are considered to have a higher ability. Personal opinion in social media is information that needs to be understood as a positive and negative expression. In order to overcome negative expression, the positive expression must be provided by the open netizen. For example: if in social media there is protest or any comment, then open netizen can ask the person who gives the information politely, ask where the information and what data are used so that the person gives the information, ask journals / data / what book is used as the basis of his/her thinking. From there we will know whether it is true or not. Netizen entries can also provide positive information and examples to resolve the hoax information.

The culture of providing an open-netizen solution can build a positive culture on social media by providing solutions. The solution means a positive opinion and/or assessment that provides an example of overcoming the problem. This can be examples of applications that have been done by others and/or government in overcoming it so that everyone can learn and have positive knowledge if examples of the application can be explained. It will also generate creativity in overcoming the problems.

These three social media culture systems can be applied also to blind-hidden-unknown netizen, but the hardest thing here is the honesty of the person, whether to change or not. We cannot change others through social media but we can minimize the expansion of negative information by applying these three things. If the three things have been tried to do but no change, the level of damage that person has been known. Every social media user should be aware that every action and/or word can have an impact on others. If positive contributions are given in social media, making the world better and more positive will be possible, so everyone learns to fix himself for a better future. For example, imagine if we are bullying on the internet or throwing negative things, we do not get any profit in this case. Every man is the leader of his family and a father of his family; a woman is a family guard and a mother of her children; and a boy/girl is someone born of a family. If we do negative things, and if
things go wrong for a father as a family leader, then the family will have problems because of negative behavior, we should give positive things that can help everyone get better. Life is hard to live and there are so many problems to be solved. Do not add the problems to ourselves and others instead give the best to others and make a positive contribution to others. If we are good to ourselves, then we will do good to others. If we do good to ourselves, we must give them better; and if we do good to ourselves, then we also indirectly and/or directly do good on the life of others. Positive law is always better than all things that exist. Mutual law understands each other and teaches good things. It will also be helping a bitter process of life being lived with a steadfast heart in living it. Implementation of CI3 intelligence framework clearly takes time and cannot happen instantly, because it takes a level of consistency in doing this, so a positive culture on social media can really be created. It should be carefully considered that the use of social media and internet media is very important for an opportunity, but if the opportunities are not used wisely, it can result in damage to communication. This requires policies and/or rules that can provide clarity in transactions, in communications and in disseminating information[16];[17]

4.3. The Implementation of Culture Intelligence (CI3) Framework

This section is how we apply the CI3 framework to social media. According to Aliaa Dakroury (2014): Culture encompasses norms, beliefs, behaviors, values, traditions, languages, myths, ways of life, and so forth. Through the media, groups can create and represent cultural identities. Media narratives and discourses are created within different forms of texts and images that are complexly related to the cultural perceptions and practices of both those who produce and consume them. Encoding and decoding are involved in this process where encoding is done by producers of the messages, while decoding is conducted by the audience. These social phenomena are susceptible to struggle and change[18]. Furthermore, Hakim Khalid Mehraj (2014) said: Media are the vehicles or channels which are used to convey information, entertainment, news, education, or promotional messages are disseminated. Media includes every broadcasting and a narrowcasting medium such as television, radio, newspapers, billboards, mails, telephone, fax, internet, etc. (the main means of mass communication)[19]. Therefore, it needs to be understood, that in order to implement the CI3 framework, communication and understanding must first be built. Moreover, Mario Plenković (2016) said: Communication is one of the many everyday activities that is intertwined with all of human life so completely that we sometimes forget its role, importance, and complexity[20]. On the other hand, we need to understand, that risks in social media need to be addressed and overcome; Joel Rasmussen (2017) said: Social media has received considerable attention from researchers in risk and crisis communication[21]. As a result of the final analysis, to be able to build a positive culture in social media, it can be described as follows:

Figure 5. Blind netizen become open netizen

According to figure 5, we already know that open netizen is the best netizen in making a positive contribution to social media, but being fine is not enough; both must be able to reproduce the next open netizen. Blind netizen, is one type of netizen, which is only the closest to be improved in terms of communication, examples, and solutions. For example, when open netizen approach blind netizen, open netizen can provide blind netizen with input, what things need to be developed within them,
teach and/or guide how to communicate well on social media, giving them input can increase general and special knowledge—so that when communicating on social media, many social media users will get positive things. The hardest thing when doing this is: if blind netizen behaves and/or is closed, does not want to open him/her to new things, feels he/she is always right and does not want to listen to any opinion, and is authoritarian, then this can sure, open netizen will be difficult to change. One thing we need to understand, not everyone can we help and not everyone wants to open themselves to new things, some people "feel" themselves knowing everything without discussing it first to find out the true intentions. This is a major difficulty when giving guidance to blind netizen. Therefore, open netizen must be able to take a proactive approach and empathy in changing blind netizen.

**Figure 6. Unknown & Hidden netizen become a blind netizen**

According to figure 6, specifically for unknown netizen, it is difficult to change, because we do not know the motives behind the statement, but here, hidden netizen can still communicate with blind netizen. Let netizen receive guidance from open netizen, then they can guide hidden netizen to be able to increase the level of communication, so that hidden netizen will be better than before. This is the biggest challenge that blind netizen have is knowing unknown netizen. However, this will waste a lot of time, so blind netizen are enough to guide hidden netizen. From figures 5 and 6, there are several important processes that must be understood in implementing the CI3 framework, including:

**Figure 7. Social media- Positive culture**

According to figure 7, first, we must understand that at the moment, communication has changed to people to people (P2P), meaning that human communication with humans becomes very important
and very complex communication. The nature of human nature that cannot be separated from social nature is a factor that can influence an environment and form a new culture on social media. Internal factors (you, family, etc) and external (friends, environment, etc.) affect how to communicate and how we respond to a problem and how general and specific knowledge is obtained. Both of these factors will be able to enter into human beings and transform into two sides, namely the good side and the evil side, this is where the nature of choosing humans is challenged to be able to choose the best for themselves. On social media, a netizen who has been influenced by many negative factors (internal and external) will be very difficult to have a positive impact on social media; this is because the character and way of communication are only focused on itself without regard for the feelings of others and the impact to others. Therefore, it is very important to focus on building and forming integrity and good attitude in communicating on social media, this can be said: "from open netizen to wise netizen".

Some important things in shaping a positive social media culture include: Firstly, (1) Building a positive culture on social media must begin with the awareness that what we say will have an impact on the lives of others. Therefore, it is very important to have a good attitude, honesty and wisdom in seeing a comment and a problem that is being discussed on social media; (2) Ability in self-control. A person who is able to control himself, especially his communication, can be said to be a wise person in behavior and words; (3) Knowing what limits need to be done. A person who is able to know what communication limitations need to be said and what is not necessary to say is someone who, not only, has good communication, but has very good empathy. This first stage is the absolute thing that a netizen must have as the basis for going to open netizen, which at the peak is wise netizen, who form a positive culture on social media.

Secondly, comments, this is a very important factor in social media. A wise netizen, comments on something that really matters. Being able to refrain from commenting on everything and learn not to comment every time seeing something on social media. Positive culture in the comments is when we comment. We must be able to provide a case example in increasing general knowledge to others, so that this will form a culture of general knowledge in a positive way. Then we must specifically give an explanation with the examples we provide, so other people will be able to understand well. The biggest mistake in the comments is that we only comment but we really don't know what we are commenting on. This is very unethical to do because this can have a negative impact on the lives of others. A wise netizen will be able to provide the right and critical comments, and increase general knowledge at the same time. Comments should enhance specific knowledge and have a positive impact on the lives of others.

Thirdly, this section is the most important thing in building a positive culture on social media. Once we are able to provide examples, general knowledge, and special knowledge. We must provide solutions to existing problems with existing examples. We can explain these examples, the general and specific knowledge become an "adaptive explanation", meaning that the solution must be adapted to the culture in the country, but of course, it will still maintain the right ethics. Furthermore, solutions that can be given can be in the form of how to apply it according to our culture or is an idea for the future, or as inspiration in solving existing problems so as to produce creativity in solving problems. These are the three stages in building a positive culture on social media.

5. Conclusions & Recommendations

5.1. Conclusions

- Johari Window is a method that can be applied to social. It enables to classify netizen into 4 important calcifications, among others: open netizen; blind netizen; hidden netizen and unknown netizen. Classification will be able to help netizen know what the classification is.

- CI3 intelligence framework has the advantage to help open netizen in overcoming blind-hidden-unknown netizen in social media so that negative things can be reduced the level of negative information it provides.

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The results of the CI3 intelligence framework will result in a positive social media culture and result in a wise netizen in words and deeds in social media.

5.2. Recommendations

- These four classifications are flexible and applicable in all cultures owned by every state. However, the toughest requirement is the honesty of netizen in self-assessment. It requires more open netizen to play a role in social media to overcome it.
- The responsibility of the government is to establish a rule and/or law to restrict the movement of blind-hidden and unknown netizen, but it must be in a psychoactive manner. If all positive meanings cannot be done, then legal action can be taken to overcome it and this requires both punitive and corrective legal support.

6. References


