

ANALYSIS OF THE REPUTATION OF YOUTH RESILIENCE PROGRAMS IN INDONESIA; GENERATION BERENCANA (GENRE) FROM THE PERSPECTIVE OF THE GENRE AMBASSADORS

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Abstract: The National Family Planning Coordinating Board of Indonesia (BKKBN) launched the Generation Planning (GenRe) as a youth resilience program in response to adolescent issues. The GenRe Ambassadors (GA) are role models whose job is to socialize and persuade young people in Indonesia to behave in a healthy manner. GenRe E Indonesia is an organization that accommodates GenRe Ambassadors. The success of Genere Ambassadors in carrying out their duties is also determined by how they perceive the reputation of the organization they shelter. The purpose of this research is to know the reputation of GenRe Indonesia as perceived by Duta GenRe by using the dimension of reputation. This research approach is qualitative and employs phenomenological methods. The informants are the GenRe Ambassadors, who have served as ambassadors for 2–3 years. Sampling was carried out using a snowball technique for further in-depth interviews. The result of this study is emotional appeal, which is the strongest dimension in shaping positive perceptions of GenRe Indonesia. Meanwhile, in the dimensions of workplace and development, financial and coordination constraints are factors that form unsatisfactory perceptions for GenRe Ambassadors. Considering the emotional connection that is formed, it should be the concern of BKKBN and GenRe Indonesia to immediately respond to the GenRe Ambassador's dissatisfaction.

Keywords: Reputation; Herberg's Motivating-Hygiene theory of Motivation; Job Satisfaction.

INTRODUCTION

Indonesia's population continues to grow significantly each year. Based on information published by the Central Statistics Agency (BPS, 2021) Indonesia's adolescent population predominates in comparison to children and the elderly. The majority of adolescents in Indonesia necessitates specific attention from various stakeholders.

Meanwhile, in adolescence, a person begins the journey from puberty to adulthood, the period of identity exploration. This transition period is marked by very complex physical, behavioral, and emotional changes. They also go through changes and cognitive development. They need education and social adjustment to become adults and have mental maturity. Especially now, when technology is rapidly evolving and will undoubtedly have an impact on teenagers as they mature. The flow of globalization and information that cannot be controlled can result in the behavior of today's adolescents becoming unhealthy and needing more attention.

To anticipate negative behavior that appears in line with the digital era, the Government of Indonesia through the Indonesian National Population and Family Planning Agency (BKKBN) which is responsible for population issues in Indonesia, created a communication program, namely Generation Planning (Genre) which focuses on youth resilience. The Genre Program is a forum for building and developing the character of youth by educating Indonesian youth to stay away

from premarital sex, early marriage and drugs so that they become a strong young generation and are able to contribute to Indonesia's development.

In 2016, the National Population and Family Planning Agency (BKKBN) formed an organizational forum, namely Genre Indonesia, which serves as a forum for the development and capabilities of youth who join the GenRe forum. Through this forum, the selection of GenRe Ambassadors was carried out. Genre Ambassador elections are held every year in 34 provinces in Indonesia, and the participants are young people aged 17-22 years. After the selection of Genre Ambassadors, all activities and responsibilities carried out by Genre Ambassadors will be supervised and fostered by BKKBN. The selected GenRe ambassadors will become agents of change tasked with socializing and adapting youth to avoid pre-marital sex-early marriage, and drug use. Genre Indonesia is an organization that functions as a forum for the development and capabilities for programs, members of Genre forums throughout Indonesia, and establishes partnerships and creates collaborations in the development of sustainable and sustainable work programs to achieve the organization's vision and mission.

According to Sitel (2017) to achieve the interests and goals of an organization, all components of the organization must work together in order to create a positive perception, image, and reputation in the eyes of stakeholders. Furthermore, building a reputation is very important in creating recognition, credibility, and trust in the eyes of the community and its employees. Reputation can be built

through the creation of good relations and communication with various stakeholders, internal and external (Seitel, 2017)

The same is true for Genre Indonesia organizations, in carrying out their functions, they must have good cooperation with stakeholders. Genre Ambassador is one of the stakeholders that are discussed in this study. All activities and responsibilities carried out by Genre Ambassadors will be supervised and fostered by Genre Indonesia. Genre Ambassadors can be said to be the face of the genre Indonesia, because of their important role in socializing the Generation Berencana (GenRe) program. Genre Ambassador can be considered as a member of GenRe Indonesia's workforce or an employee who works to promote the Indonesian Genre program. Therefore if Genre Indonesia provides job satisfaction for Genre Ambassadors, then Genre Indonesia in return will have a good reputation from the point of view of GenRe Ambassadors. The objective of this research is to determine the reputation of the Indonesian Genre from the point of view of GenRe Ambassador community.

Reputation

A business reputation is the "net" affective or emotional reaction of customers, investors, employees, and the general public to the company's name, whether positive or negative, weak or strong (Fombrun et al., 2000). (Oktaviani & Septiani, 2020) argued that a company's reputation is the most crucial factor, as a company's positive or negative reputation is a significant indicator of its performance. (Wæraas & Dahle, 2020) stated that

reputation is not only about relationships with external stakeholders, but also formed by relationships with internal stakeholders. In recent years, research has been more and more interested in how employee voice and behavior affect organizational reputation; (Rokka et al., 2014); (Walsh et al., 2016); (Könsigen et al., 2018); (Schaarschmidt, 2016) In other words, stakeholders play a crucial part in defining an organization's reputation.

Dimensions of Support for Reputation

(Fombrun et al., 2000), describe reputation as a cognitive representation of a growing organization due to the fact that stakeholders are aware of corporate operations. Moreover, according to Chun (2005) in (Alniacik et al., 2011), reputation can be viewed as a summary of the perceptions held by all relevant stakeholders of an organization, i.e. what customers, employees, suppliers, managers, creditors, the media, the organization's community, and the associations they form with it believe. (Fombrun et al., 2000) identified the following dimensions or variables that contribute to the establishment of reputation:

a. Social Responsibility

Social responsibility is an organization's or company's attitude as a decent citizen, accountable for the environment, work, and upholding high standards for how to treat people.

b. Emotional appeals

The emotional dimension at issue is a person's positive feelings, admiration, respect, and trust in the organization.

c. Workplace Environment

A well-managed workplace will foster a pleasant working atmosphere, and people will like their work.

d. Product and Service

- Stand behind a product or service, backing products or services in accordance with customer commitments.
- Offers high-quality goods and services, i.e., goods and services that meet consumer needs effectively.
- Developers innovate products or services, namely through creating innovations or new products or services.
- Offers items and services with a high value to consumers, i.e., products and services that are valued or have a high value.

e. Vision and Leadership

- Organizational leaders possess a strong leadership sensibility.
- An organization has a clear vision for its future. • Market opportunities are identified and capitalized on.

f. Financial Performance

Superiority over rivals, profitable track record, low-risk investment, and growth prospects.

The researcher limits the focus on the dimensions that are relevant to this research, namely the dimensions of emotional appeal, workplace environment and vision and leadership.

MATERIALS AND METHODS

This method of research is qualitative and incorporates phenomenological techniques. (Creswell, 2013) defined

phenomenology as a way for articulating the meaning of an idea or phenomenon based on the lived experiences of numerous individuals. At the core of phenomenological research is the concept of the lifeworld, which recognizes that each individual's reality is unique and that individual actions can only be understood through examining the lifeworld of individuals and their shared perspectives. Researchers must therefore access individuals' "common-sense reasoning" in order to examine their motivations, actions, and social reality from their perspective. The phenomenon under investigation is the GenRe Ambassadors' perception of GenRe Indonesia. This method and strategy enabled GenRe Ambassadors to express their views, feelings, and experiences in their own words, unrestrained by the fixed-answer questions often employed in quantitative research.

Three adolescents who have served as GenRe Ambassadors for two to three years are the informants. Using a snowball sampling technique, informants who met the predetermined criteria were obtained through random sampling. This sampling technique entails primary data suppliers suggesting other possible data sources who can participate in research investigations.

Researchers conducted in-depth interviews with informants to collect data. During the process of data analysis, how GenRe ambassadors perceive the reputation of GenRe Indonesia engagement was categorized according to dimensions of support for reputation

RESULTS AND DISCUSSION

Reputation Analysis

1. Emotional Appeals

The emotional dimension is a sense of awe, pride, trust and belonging that is felt by Genre Ambassadors to be part of the Indonesian Genre. stated that that looks at stakeholder perceptions of university reputation. According to (Dursun & Gumussoy, 2021), services' quality and emotional appeal have an impact on universities' reputations.

Genre Dutas feel very proud to be Indonesian Genre Ambassadors (National Genre Ambassadors). They are very proud because they are entrusted with a great responsibility. In addition, they also have the opportunity to broaden relationships, add insight, and at the same time learn how to have a strong mentality and good self-control.

"Very proud. Being a Genre Ambassador is something to be proud of, not to mention at the National level, even in the district if you become a Genre Ambassador it brings great responsibility." (A- in interview on 3 July 2021)

The Genre Ambassadors still feel proud to serve as Genre Ambassadors, even though no operational funds have been provided. Thus, the element of one of the supporting elements of reputation, namely emotional appeal, is fulfilled.

2. Workplace Environment

Although emotionally the GenRe Ambassadors are proud to be part of GenRe Indonesia, operationally they

experience problems, namely financial and coordination problems.

Indonesian genres. whose function is as a forum, has not been able to meet the financial needs of Duta GenRe, in the sense of a fixed salary or honorarium. This is because GenRe Indonesia is a non-profit organization engaged in the social sector which for financial aspects depends on BKKBN policies.

Sometimes there are those who give money for transportation, sometimes there are also friends who really ask for help without any money for transportation. But in terms of consumption facilities, yes it is definitely facilitated. If someone invites a friend from the GenRe Forum, there is no pocket money or transportation. But if someone invites you from a private agency/institution, they usually pay for transportation." (C - in interview on July 3, 2021).

However, based on the results of interviews with the Genre Ambassadors, if there are activities specifically held by the GenRe Indonesia involving Indonesian Genre Ambassadors, then the Indonesian Genre Ambassadors will be facilitated by the central BKKBN such as accommodation, transportation, and so on.

"If there is a workshop initiated by FGI or BKKBN, accommodation and transportation will be provided. There is also pocket money from the BKKBN. But if there is no pocket money from FGI," (F - in Interview on 9 July 2021).

Besides that, they also feel that the chemistry between the GenRe Ambassadors has not been formed, so when they have to coordinate to carry out

joint activities, it is rather difficult. This is because GenRe Ambassadors are spread throughout Indonesia and each region has its own work agenda.

"The reality is it's not easy to unite GneRe Ambassadors from all over Indonesia who have different perspectives. But basically we are all aware that we are the same teenagers who have been selected as ambassadors, who must be able to work together well so that our tasks can run smoothly." (A - , Interview on July 9, 2021).

A study by (Sukamto & Malau, 2019) regarding the GenRe program in Padang, West Sumatra, shows somewhat different findings. In addition to the problem of a lack of financial support, the difficulty in managing time between their duties as ambassadors and their obligations as students makes it difficult for them to carry out GenRe activities which are quite dense. Constraints like these should be of concern to the BKKBN, because GenRe Ambassadors are the spearhead of socializing GenRe programs.

An example of an ideal work environment is what Google company uses (Siahaya, 2013). This study explains that employee relations conducted by Google are very well built. Google designed its unique offices and cafes to encourage interaction between Googlers in teams and other teams and foster conversation about work as casual as playing. From this exposure it can be concluded that Google. implementing a culture of participation. Even Googlers (a term for Google employees) have the right to ask questions by asking questions directly to Google's

leaders. Not only does Google believe that making employees happy or humanizing will radiate a good company reputation in the eyes of employees and even other external stakeholders. That way, employee productivity will increase and the company's vision and mission will be achieved (Siahaya, 2013). Given that GenRe Ambassadors are young people, a participatory culture and work system that allows "work while playing" interactions such as Google may need to be implemented by GenRe Indonesia.

3. Product and services

In this study, product and service are products and supporting services provided to Duta Genre in carrying out their duties and responsibilities given by the Indonesian Genre.

According to the GenRe Ambassadors, they are equipped with daily Uniforms (PDH) for official visits when they carry the name of the Indonesian Genre and also a sash which is used as a symbol that they represent the Indonesian Genre. Apart from that, seminars and training were also given to them in order to improve their capacity as ambassadors.

What I like about being a GenRe Ambassador is the training or workshops held to increase my knowledge and skills, such as workshops on the dangers of drugs, public speaking training and other useful activities that make me feel confident and proud (C - , In interview on July 9, 2021).

4. Vision and Leadership

The GenRe Indonesia has been around for 10 years. According to the Genre

Ambassadors, the Genre Indonesia's leaders already have a very good leadership spirit and are also great people. The Genre Ambassadors also argue that the Indonesian Genre is different from various existing movements because it has a very clear and integrated vision and mission. Previous research from Men & Stacks also shows that transformational leadership positively influences employees' perception of organizational reputation, not only directly but also indirectly, through empowering employees. Transactional leadership has a significant negative direct effect on employees' perception of organizational reputation. Employees who feel more empowered in terms of perceived competence and decision-making control have a more favorable evaluation of organizational reputation.

"The Indonesian genre is managed by really cool people and has good leadership skills. The vision is also clear, seen from its activities such as discussions on reproductive health, Gen Z doctors, youth forums that understand sex and talk shows at school. Moreover, GenRe is under the BKKBN which is directly responsible to the president. So GenRe Indonesia is a credible and prestigious organization." (F - in an interview on 9 July 2021).

According to the findings of the discussion above, the chairman of the Indonesian Genre's vision and mission, as well as the leadership, sufficiently meet the requirements of vision and leadership as one of the aspects supporting reputation.

The results and discussions above indicate that emotional appeal is the most

important reputation dimension. This can be seen from the GenRe Ambassador's answers, which all lead to positive emotional appeal. Even though there are financial constraints and coordination that is not ideal, the GenRe Ambassadors still feel proud and emotionally attached to GenRe Indonesia. These findings are somewhat different from a study by (Gouthier & Rhein, 2011) which stated that employee views of management's treatment have a significant impact on their emotional and behavioral responses and attitudes. Therefore, employee organizational pride can only grow if workers believe that the company interacts with its stakeholders in a responsible and honest manner.

Pride, fostering a positive work environment, and interpersonal interactions with all members of the company are significant aspects of emotional appeal (Men & Yue, 2019). The pride, adoration, and sense of duty that Genre Ambassadors feel as such have been frequently expressed. To ensure the success of the GenRe program, Genre Ambassadors volunteer their services. Even though the Indonesian Genre and Duta Genre are not yet ideally bonded, they are aware that this is a normal part of a growing organization. In order to properly advance the Genre program in accordance with the current vision and goals, the Genre Ambassadors still feel that there are many benefits to be gained by becoming ambassadors and feel proud. As a result, it can be said that the Indonesian genre still has a good reputation to this day. However, organizations must continually work to develop and maintain strong bonds, a

favorable impression and reputation, and favorable attitudes among stakeholders.

CONCLUSIONS

The dimensions of support for reputation used in this study, namely emotional appeal, workplace environment, product and service and vision and leadership, can be used to analyze the reputation of GenRe Indonesia from the perceptions of the Gene Ambassadors who are the subjects of this study. In particular, the emotional appeal dimension is an important value that must be maintained and developed in order to form a closer engagement. This emotional bond is an excuse for the GenRe Ambassadors to be able to accept some dissatisfaction such as poor financial support and coordination problems. Of course, GenRe Indonesia and the BKKBN must immediately follow up on these deficiencies, bearing in mind that GenRe Ambassadors are the frontline in socializing GenRe programs.

For further research, the researcher recommends to elaborate more deeply on Genre Ambassador's job satisfaction in carrying out their duties by using theories or concepts such as organizational communication and internal communication.

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