



# Communication Strategy for the Regeneration of New Members in the Bina Vokalia Choir of SMA Negeri 2 Bandar Lampung

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**Abstract:** This study explores the communication strategies used in the regeneration of new members in the Bina Vokalia Choir at SMAN 2 Bandar Lampung. Triggered by a decline in membership and achievements from 2018 to 2023, this research employed a qualitative descriptive method using in-depth interviews, observation, and documentation. A SWOT analysis approach was used to identify internal and external factors influencing recruitment and adaptation of new members. Findings indicate that personal interest in music, peer influence, organizational reputation, and persuasive communication from seniors play critical roles in students' decisions to join. The study concludes that a combination of interpersonal and persuasive communication, consistent mentoring, and reinforcement of group identity enhances effective regeneration. These findings provide practical insights for managing school-based extracurricular arts organizations.

**Keywords:** Communication Strategy, Regeneration, Choir, SWOT, Extracurricular Activities

## Introduction

This study is motivated by the declining number of members and achievements of the Bina Vokalia Choir at SMA Negeri 2 Bandar Lampung (Bivok Smanda) during the period from 2018 to 2023. This phenomenon reflects a serious challenge in maintaining the sustainability of a vocal arts organization within a high school environment. The decline is evident not only in the number of members but also in performance achievements, which had previously been outstanding—such as winning a gold medal at the Bali International Choir Festival in 2018—but then decreased in the following years. Although recruitment strategies had been implemented through social media and school-wide information dissemination, the outcomes have not been able to restore the organization to its former state.

In this context, the regeneration process becomes a crucial aspect that determines the organization's continued existence. One of the main problems faced is how to develop a communication strategy that can change student behavior so that they become interested and motivated to join. Moreover, the adaptation of new members to the organizational

culture, training patterns, and performance standards also presents challenges that influence the success of regeneration. A lack of attention to the comfort and perception of new members, combined with the management's dominant focus on achievement, has further exacerbated the situation. Studies show that several factors influencing new members' perception and comfort include an organized training system, support from senior members, and interpersonal communication (Sutrisno, 2020)

Arising from this issue, the study aims to identify the factors influencing students' decisions to join the choir and to formulate an effective communication strategy to support the regeneration of new members. This research offers not only practical value for Bina Vokalia in designing a more human-centered and appealing communication approach but also contributes theoretically to the development of communication science, particularly in the context of education and extracurricular organizations.

In reviewing relevant theories, the researcher explores several key concepts, including persuasive communication theory, social identity theory, and theories related to communication strategies and organizational regeneration. Persuasive communication—which aims to change attitudes and behaviors through a non-coercive approach—serves as the foundation for influencing prospective members. Persuasive communication is not merely about convincing or coaxing, but rather a technique to influence others by using data and facts related to the psychology and sociology of the people we aim to influence (Nida, 2014). Elements such as needs, desires, motivation, and communicator credibility are critical in determining the success of a message. Furthermore, social identity theory explains that a sense of belonging to a group is key to strengthening members' loyalty and pride, which in turn enhances their motivation to remain in the organization. Social identity is the awareness that an individual belongs to a social environment or group (Dominic Abrams, 1988)

Communication strategy itself is defined as a planned communication process aimed at effectively influencing behavioral change in the audience. In this regard, it is important to consider the audience's response, situational context, and the diversity of communication patterns. A successful strategy is one that can reach various types of individuals with appropriate verbal and non-verbal approaches.

Moreover, the concept of regeneration within an organization is understood as a renewal process through the recruitment of a new generation with the quality needed to ensure the organization's continuity. Planned and systematic regeneration is far more effective than spontaneous regeneration that relies on chance. This underscores the importance of understanding a choir not only as a medium for vocal artistic expression but also as a space for character development, discipline, and teamwork.

This study also examines previous related research, including regeneration in village communities, student organizations, and local music communities. However, it offers a different approach by focusing on the context of high school choirs, which remains a relatively underexplored area. Ultimately, the goal is to design a communication strategy for regeneration that is not only effective in terms of technical promotion but also capable of building social bonds and a strong group identity among new members.

## Methodology

### Type of Research

This study employed a qualitative approach grounded in post-positivist thinking, aiming to understand social realities through in-depth descriptions of the experiences and perceptions of informants. According to Bogdan and Taylor (Moleong, 2010). The qualitative method is a research procedure that produces descriptive data in the form of written or spoken words from individuals, as well as observable behavior. This approach was selected as it aligns with the research objectives, which are to explore the factors influencing students' decisions to join the choir and to examine how communication strategies can influence behavior and foster loyalty among new members.

### Time and Location of the Research

The research was conducted at SMA Negeri 2 Bandar Lampung during April 2025 – May 2025. Primary data were collected through in-depth interviews with six informants, consisting of the coach, the head of the organization, new and senior members, alumni, and parents of students. Additional data were obtained through observations of choir activities, as well as documentation in the form of archives, recordings, and event photographs. Meanwhile, secondary data were sourced from relevant references such as books, articles, and organizational documents.

### Research Informants

The informants in this study were categorized into three groups: key informants (the choir coach and leader), main informants (new and existing members), and supporting informants (alumni and parents). This classification was designed to capture a wide range of perspectives representing both internal and external communication processes and dynamics of regeneration within the organization.

### Data Collection Methods

Data collection was conducted through three main methods. First, unstructured in-depth interviews were carried out to gather information in a flexible and natural manner. The guidelines used only cover the outline or main topics to be discussed in the interview (Sugiyono, 2019). Second, participatory observation was used to directly observe interactions and training processes within the choir environment. Observation is the foundation of all scientific knowledge. Scientists can only work based on data, which are facts about the real world obtained through observation (Nasution, 2015). Third, documentation served as a complementary source of data, based on activity records and organizational promotional materials.

### Data Validity

To ensure data validity, the study applied source triangulation by comparing information from various types of informants and data collection methods. This approach was intended to ensure the consistency of findings and enhance the credibility of the research results.

## Data Analysis

The researcher employed a SWOT analysis approach (Strengths, Weaknesses, Opportunities, Threats) to identify internal and external factors influencing the communication strategy for regeneration. Through SWOT analysis, the researcher was able to formulate strategies that align with the strengths and opportunities possessed by Bina Vokalia while anticipating potential weaknesses and threats that could hinder the regeneration process.

Overall, the research method was systematically structured to support a comprehensive understanding of the challenges involved in the regeneration of a vocal arts organization within a high school educational setting. The outcomes of this approach are expected to yield strategic recommendations that are both applicable and contextually relevant for the sustainability of Bina Vokalia and other extracurricular organizations.

## Result and Discussion

### 1. Characteristics and Contributions of Informants

The informants in this study were divided into three categories: key informants (the choir coach and leader), main informants (new and existing members), and supporting informants (alumni and parents). This classification was intended to ensure that the collected data reflected various perspectives. Key informants provided deep insights into the organization's vision and the implementation of strategies, while the main informants offered firsthand experiences as members of Bina Vokalia. Supporting informants contributed valuable external viewpoints, such as the influence of the surrounding environment and family support on students' decisions to join.

### 2. Factors Influencing the Decision to Join

Based on interview findings, several main factors motivate students to join Bina Vokalia. The first is a personal interest in music and singing, which often develops as early as junior high school. Many students who were previously involved in similar activities view Bina Vokalia as a continuation of their passion. Furthermore, the opportunity to perform in competitions or school events serves as a strong incentive.

The second factor is peer influence. Encouragement from friends who are already members significantly affects students' decisions to join. The social network within the organization helps build confidence and comfort for prospective members. Experienced members act as informal facilitators who introduce the organization to newcomers.

The third factor is the reputation and achievements of the organization. Bina Vokalia's image as an accomplished choir that actively participates in national and international competitions creates a strong appeal. This image is built through social media publications, promotions during student orientation programs (MPLS), and testimonials from alumni. For many students, joining a successful organization brings a sense of pride and an opportunity for personal development.

The fourth factor involves promotional strategies and interpersonal communication conducted by the management team. These efforts include direct promotions to classes, extracurricular demonstrations, and informal interactions. The friendly and open approach taken by the leadership is perceived as effective in creating a positive impression on new students.

### 3. Perceptions and Motivations of New Members

In addition to external factors, intrinsic motivation also plays an important role in the regeneration process. This motivation includes a desire to develop personal potential, gain organizational experience, and expand social relationships. Some informants stated that their involvement in Bina Vokalia served as a channel to express their interests, build connections beyond the classroom, and learn teamwork through the arts.

This motivation is dynamic and tends to grow over time. Students who initially joined because of peer encouragement or curiosity eventually demonstrated stronger commitment after experiencing the sense of community and organizational achievements. In this case, the internalization of organizational values such as discipline, togetherness, and the drive for excellence becomes a factor that strengthens their loyalty.

According to the coach, motivation among members is also enhanced by continuous mentoring. The coach not only focuses on vocal skills but also provides personal encouragement to ensure that each member feels valued and has a meaningful role in the team.

### 4. Challenges in the Regeneration Process

Despite the implementation of various strategies, the regeneration process still faces significant challenges. First, the initial interest of some students in vocal arts activities remains low, resulting in fluctuating applicant numbers from year to year. This is exacerbated by the stereotype that choir activities demand high commitment and intense practice, which may interfere with academic responsibilities or other extracurriculars.

Second, new members often struggle to adapt to the rhythm of the organization. Some find it difficult to keep up with a tight rehearsal schedule or feel pressured by the high performance standards. If not well-managed, these issues can lead to reduced motivation and even early withdrawal.

Third, uneven internal communication also poses a challenge. Some new members feel they do not receive enough attention or guidance from senior members. The lack of a structured orientation or mentoring program contributes to weak emotional bonds between newcomers and the organization.

### 5. SWOT Analysis and Regeneration Strategy

To formulate appropriate strategies, the researcher employed a SWOT analysis. The results revealed that Bina Vokalia's internal strengths include a professional training system, diverse member backgrounds, and a strong reputation. However, the main weaknesses identified are the lack of a systematic approach to mentoring new members and limited resources to support the adaptation process.

In efforts to regenerate new members of the Bina Vokalia Choir at SMA Negeri 2 Bandar Lampung, it is crucial to understand both internal and external factors that may affect the success of the process. To comprehensively assess the situation, the researcher applied a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify and evaluate the organization's strengths, weaknesses, opportunities, and threats.

This analysis was developed based on in-depth interviews with key, main, and supporting informants, as well as direct observations of the organization's activities—particularly the communication strategies used by the leadership to attract and retain new members. By thoroughly understanding the four aspects of SWOT, it is expected that the existing communication strategies can be continuously improved to better address regeneration challenges and ensure the sustainability of the organization.

**Table 1.** Analysis Internal Factors and External Factors

Internal Factors	
Strengths	Weakness
1. Members' interest in Music and Vocal Arts	1. Lack of commitment from some new members
2. Organization's reputation and achievements	2. Limited time management skills
3. Warm interpersonal communication	3. Lack of initial understanding about choir
4. Internal and external social support	4. Member fluctuation
5. Active and varied promotion strategy	
External Factors	
Opportunity	Threats
1. High enthusiasm from new students during orientation (MPLS)	1. Competition with more popular extracurriculars
2. Alumni involvement	2. Lack of support from surrounding environment
3. Use of social media	3. FOMO tendencies without long-term goals
4. Increased collaboration with parents	4. Challenges in maintaining consistency in practices and events

The table above presents the results of a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the communication strategy used in the regeneration process of new members in the Bina Vokalia Choir at SMA Negeri 2 Bandar Lampung. This analysis categorizes strategic factors into two main groups: internal factors and external factors.

In terms of internal factors, five key strengths were identified: members' interest in music and vocal arts, the organization's strong reputation, warm interpersonal communication, social support from the surrounding environment, and active and varied promotional strategies. These five strengths serve as important assets in attracting and retaining new members.



However, on the other hand, several weaknesses need to be addressed. These weaknesses include a lack of commitment among some new members, limited time management, insufficient initial understanding of choir activities among students, and fluctuating membership numbers.

**Table 2.** SWOT Analysis Results Table

Internal Factors	<b>Strengths :</b>	<b>Weaknesses :</b>
	<ol style="list-style-type: none"> <li>1. Members' interest in music and vocal arts</li> <li>2. Organization's reputation and achievements</li> <li>3. Warm interpersonal communication</li> <li>4. Internal and external social support</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of commitment from some new members</li> <li>2. Limited time management</li> <li>3. Lack of initial understanding of choir</li> <li>4. Member fluctuation</li> </ol>
External Factors	<b>Opportunities :</b>	<b>W-O Strategies (Weakness-Opportunity):</b>
	<ol style="list-style-type: none"> <li>1. High enthusiasm from new students during MPLS (orientation)</li> <li>2. Alumni involvement</li> <li>3. Utilization of social media</li> </ol>	<ol style="list-style-type: none"> <li>1. Educate new students during MPLS that Bina Vokalia accepts beginners and offers guidance from scratch</li> <li>2. Create special training sessions for members who struggle to keep up, such as private sessions or flexible rehearsal options</li> <li>3. Hold interactive and personal introductory sessions to increase member engagement and reduce fluctuation</li> </ol>
	<b>S-O Strategies (Strength-Opportunity):</b>	
	<ol style="list-style-type: none"> <li>1. Optimize creative promotion using social media</li> <li>2. Utilize alumni support for training and motivating new members</li> <li>3. Showcase performances during MPLS that highlight vocal and harmony skills</li> <li>4. Hold a "Parent's Day" as an open performance event to involve parents directly and gain external support</li> </ol>	
	<b>Threats :</b>	<b>W-T Strategies (Weakness-Threat):</b>
	<ol style="list-style-type: none"> <li>1. Competition from more popular extracurriculars</li> <li>2. Lack of support from the surrounding environment</li> <li>3. FOMO tendencies without long-term goals</li> <li>4. Challenges in maintaining consistency in training and activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a selective recruitment system</li> <li>2. Build an internal mentoring system from seniors to new members to address early-stage challenges</li> <li>3. Develop an internal mentoring system (senior to junior) to improve adaptation and commitment</li> </ol>
	<b>S-T Strategies (Strength-Threat):</b>	
	<ol style="list-style-type: none"> <li>1. Strengthen choir branding as a "cool, solid, and accomplished" activity</li> <li>2. Intensify internal communication to maintain commitment and avoid FOMO distractions</li> <li>3. Organize small-scale school performances to maintain member consistency and commitment</li> </ol>	

The table above illustrates the results of a strategy analysis based on the SWOT approach, which integrates strengths, weaknesses, opportunities, and threats in an effort to design a communication strategy for the regeneration of new members in the Bina Vokalia Choir at SMA Negeri 2 Bandar Lampung. This strategy is classified into four main categories: S-O, W-O, S-T, and W-T strategies, which are formulated to respond to the internal and external dynamics of the organization.

The S-O (Strength–Opportunity) strategy is directed at utilizing internal strengths to capture external opportunities. For example, maximizing creative promotion based on social media, involving alumni in training and motivation, as well as organizing showcases during MPLS (student orientation) to attract the interest of new students. This strategy also includes "Parent's Day" activities to strengthen external support from parents.

The W-O (Weakness–Opportunity) strategy aims to overcome internal weaknesses by taking advantage of available opportunities. Examples include educating new students about the training process from the beginning, providing adaptive training for new members who lack experience, and conducting more interactive and personal introductory sessions to reduce member turnover.

The S-T (Strength–Threat) strategy focuses on using the organization's strengths to face external threats. This is done by strengthening the organization's image as a prestigious and solid extracurricular activity, increasing member involvement to prevent the phenomenon of FOMO (Fear of Missing Out), and organizing internal showcases to maintain training consistency and group existence.

The W-T (Weakness–Threat) strategy seeks to reduce weaknesses while mitigating potential threats. This strategy includes more selective recruitment based on interests, strong initial training, and developing an internal mentoring system between seniors and new members to ensure a smooth and sustainable adaptation process.

Through these strategies, it is expected that the Bina Vokalia Choir can carry out the member regeneration process more effectively, structurally, and adaptively to the changing school environment and students' needs.

### Critical Discussion

The discussion of the research findings is linked to persuasive communication theory and social identity theory. Persuasive communication plays an important role in influencing students' attitudes and behaviors to join and remain in the organization. A non-coercive approach that emphasizes rational and emotional appeals has been proven to encourage positive actions. On the other hand, social identity theory explains that the stronger the students' sense of belonging to their group, the more likely they are to commit and be active in organizational activities.

The regeneration process in Bina Vokalia is not merely about recruiting new members but also about building a supportive social structure and strengthening collective identity. Emotional involvement, pride in being part of the team, and trust in the leaders are important elements that support the sustainability of the organization.



## Conclusion

Overall, this study concludes that students' decisions to join Bina Vokalia are influenced by several key factors, including interest in music and vocal arts, peer influence, the positive reputation of the organization, as well as communicative and persuasive promotional strategies. The recruitment process conducted through social media, extracurricular demonstrations during the School Environment Introduction Period (MPLS), and interpersonal approaches have proven effective in building the interest and trust of prospective members. Additionally, a familial atmosphere and a supportive organizational culture serve as strong motivations for students not only to join but also to actively contribute to choir activities.

The study also found that regeneration faces various challenges, such as students' initial lack of understanding of choir activities, negative perceptions regarding the intensity of rehearsals, and mismatches between new members' expectations and the reality of the organization. Furthermore, limited mentoring systems and personal guidance present obstacles in the adaptation process for new members. Therefore, the communication strategy applied must include approaches that are not only informative but also inspiring and supportive of social identity development among members.

Through SWOT analysis, the researcher formulated several relevant and applicable communication strategies. These strategies include strengthening creative promotion via digital media, involving alumni as motivational agents, developing experience-based orientation programs, and establishing mentoring systems that more effectively support the adaptation process of new members. Additionally, conducting showcases and internal campaigns that emphasize togetherness and achievements is recommended to enhance the sense of belonging and enthusiasm among new members.

This study recommends that the management of Bina Vokalia implement a more strategic and sustainable communication approach, emphasizing the importance of persuasive communication, emotional nurturing, and leveraging both internal and external social networks. Another suggestion is that the school provide greater support for vocal arts activities through facilities, promotion, and integrating extracurricular programs into educational policies.

Thus, this study not only offers practical contributions for the sustainability of the Bina Vokalia Choir but also enriches academic studies in the fields of organizational communication and education. The findings are expected to serve as a reference in designing more inclusive and adaptive regeneration strategies in various other extracurricular organizations.

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