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**THE SUSTAINABILITY OF *KENDANG* (TRADITIONAL TAMBOURINE)  
CRAFTSMEN BUSINESS IN TOURISM SITE OF FIRST INDONESIA  
PRESIDENT CEMETERY**

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**ABSTRACT**

This research aims to determine entrepreneurial characteristics of *kendang* (traditional tambourine) craftsmen and their business sustainability in tourism site of *Bung Karno* the first Indonesia President Cemetery in Blitar City, East Java, Indonesia. This research used qualitative approach, with single case study design. Informants consisted of *kendang* craftsmen, employees, and local official government personnel from small and medium enterprise department. Research findings revealed that characteristics of *kendang* entrepreneurs were motivated with challenges, adaptable and had broad insights for business sustainability. Their non-formal education in terms of training programs attended greatly affected knowledge, skills, and business abilities. Entrepreneurial self-experiences improved craftsmen in developing and sustaining their business.

**Keywords:** business sustainability, entrepreneurial character, entrepreneurial attitude, entrepreneurship education

**INTRODUCTION**

Entrepreneurs have significant role for economic development of a state (Bonfanti et al, 2015). Function of entrepreneurship education is to develop entrepreneurial characters that to be applied in business because for their success, including to develop attitudes (Islam et al., 2011; Rasheed, 2000). Entrepreneurship attitudes are essential factors that affect entrepreneur mindset and tendency to start a business. Main factors in the formation of entrepreneurial attitudes are human capital development in terms of social personality including self-experience, capability for developing relationship with environment, creating networking and obtaining family support, and enhancing personality traits for self-employment (Jagannathan, et al., 2017).

A famous tourism site recognized as *Bung Karno* cemetery was a place to conduct this research. *Soekarno* or called *Bung Karno* was the first president of the Republic of Indonesia. Reason for choosing this tourism site as research location involved several aspects including take place as a leading tourism site in Blitar city, potential growing of micro, small and medium businesses that produce souvenirs, and as a centre for the growing of other tourism destinations. This location has great potential for business development since strategic place that attracts domestic and foreign tourists to visit.

The development of small and medium enterprises either in field of manufacturing or trading in the city of Blitar expands very fast and one of them is crafts industry, mainly located in *Sentul Village*. In this village, majority of people work as handicraftsmen, and one of exclusive handicraft products is *Kendang Sentul* handicraft, called *Kendang Sentul* because is made by *Sentul* community. *Kendang* means small drum for percussion instrument, and made from Mahogany wood as mentioned in figure 1. *Kendang Sentul* handicraft is the icon of *Sentul Village* where is also known as a tourist village. The *kendang* handicraftsmen continue to innovate in order to sustain in the business.



**Figure 1. Kinds of *Kendang* Handicrafts**

Based on preliminary observation, the *Sentul* area is famous for its *kendang* handicrafts products, proven along the street of *Jalan Sawunggaling*, *Sentul Village* and almost every home in this area is functioned to produce handicrafts. In this area, one of small businesses owned Mr. Parno, and he produced many kinds of tambourine from woods as its main materials. At the beginning, he started his handicraft business from the city of Jepara in Central Java then he moved to *Sentul Village* to initiate new business. His experience in making many kinds of handicrafts is very valuable practice to exist in this business.

According to Mr. Parno, making handicraft is a promising business. In this era, art' works is more appreciated since its value is higher than materials used. The location of Mr. Parno's house coincides with the tourism site of *Bung Karno* cemetery. Mr. Parno has entrepreneurial spirit since young, seen when he was able to see opportunities in making handicraft business by utilizing existing woods abundantly. He markets his handicrafts products in the location of the cemetery as tourism site and its surroundings. Later on, foreign tourists are interested for the drums called *kendang* or traditional tambourines made so that it makes *kendang* familiar in foreign countries. Many factors influence success or failure of the business. The Ministry of Industry and Trade and the Department of Cooperatives and SMEs of Blitar City had accomplished guidance, education, and training programs related to increase craftsmen' knowledge and skills. So it is expected that they have creative and innovative thinking (Idrus, et al., 2014), a strong will to achieve goals (Dimitratos, et al., 2016). Moreover, the program is also designed to grow up craftsmen' entrepreneurial attitudes that enable them to expand their business both domestically and abroad.

## **METHOD**

This research employed a qualitative approach. Research site location took place on the first Indonesia President called *Bung Karno* Cemetery as a tourism site in the city of Blitar, East Java Province, Indonesia. The informants consisted of the handicraftsmen, crafts workers, and local official employees from the department of small and medium enterprise. Researcher acted as main instrument for collecting data. Kinds of data collected involved small business sustainability of *kendang* handicraftsmen, entrepreneurial characteristics and attitudes of handicraftsmen, and their educational background. Researcher also used supporting data obtained from journals, and historical documents such as photographs and archives. For collecting data, this research employed observation technique, in-depth interview, and documentation. Furthermore, researcher also applied triangulation by using inter-subjects and techniques of data collection, peers and experts discussion for obtaining the validity of data. Researcher employed reduction, classification, and exposition as data analysis techniques.

## **FINDINGS**

Based on observation data and interviews with informants research findings revealed that the business sustainability of *kendang* handicraftsmen have opportunity to grow. Their entrepreneurial character, entrepreneurial attitude, and enthusiastic to develop their capabilities through relevant entrepreneurial education and training programs are main factors that support the developing of their business. The craftsmen are able to survive by producing *kendang* or traditional tambourine sold not only in local market, but also sold at national and international

markets. The *kendang* crafts made from wood are very demanded by domestic and foreign tourists visited the first Indonesia president cemetery as tourism site.

Characters owned by craftsmen involve determined, purposeful, hardworking, optimistic, and never give up. The entrepreneurs need those characters in order to be able to keep developing their business. Results from interview with crafts employees showed that every craftsman has different character specifically. There are craftsmen who have character such like challenges for something new and have good English competencies as their the advantages. While, other craftsmen have advantages compared to others such as having broad insights and high competitive values.

The following statement obtained from interview mentioned by key informants. One of informants said that "being an entrepreneur requires patient, persevering, industrious, discipline, and optimistic. It is optimistic about how the business being run with no doubt". Another informant mentioned that "being an entrepreneur, he or she has to be persistent and determined. He or she has to have wide insights related to scope of business as an important character. He or she also has to be optimistic about the business being run". Furthermore, one of them also articulated that "being an entrepreneur, he or she must have characteristics encompassed persistent, tenaciousness, thoroughness, and always be optimistic about the business being run".

Data from interview pointed out that for the sustainability of crafts businesses, craftsmen need to have required entrepreneurial characters to ensure that their business to be sustain and growing. Characters of *kendang* craftsmen vary affected by both internal and external factors of their circumstances, and affect the process of forming the characters. More detail, the entrepreneurial characters owned by *kendang* craftsmen are presented in Table 1 as follows.

**Table 1: Entrepreneurial Characters of *Kendang* Craftsmen**

Entrepreneurial Characters	Sources
Optimistic belief, resilient, eager for achievement, independent, profit or result oriented, hard working, creative, painstaking, thorough, risk taking, directing capability, quick respond for advice and critique, future oriented, and boundless insights	Most of informants
Discipline, many resources, communicative, high spirit	Two informants
Appealing and engaging, multi-talented, like challenge	One informant

Furthermore, *kendang* craftsmen behaved entrepreneurial attitudes in the form of self-control, be honest, and be responsible in every task besides always have open insight to study external environment, and establishing good relationship with national and international partners. There are varies of leadership styles among *kendang* craftsmen. Most of them work stress-free,

although still serious and focus on both quality and quantity results, and looking for business opportunities as their expectation that their businesses are able to be getting larger and better.

There are several manifestations of craftsmen’ entrepreneurial attitudes that necessarily essential for business sustainability. One of informants declared that “entrepreneur must have honest attitude, persistent, discipline, and confident”. One of them stated that "being an entrepreneur must have honest attitude and be responsible, and always accomplish everything timely". Another informant pointed out that "entrepreneur must have a discipline attitude, determined, hardworking, stress-free, and simulating. It is also always on time, committed to provide best service for this business". More detail, Table 2 shows varies of entrepreneurial attitudes possessed by the *kendang* craftsmen as follows.

**Table 2: Entrepreneurial Attitudes of *Kendang* Craftsmen**

Entrepreneurial Attitudes	Sources
Acting honestly, be responsible, good appealing	Most of informants
High discipline, confident, innovative, friendly, energetic, careful, pleasant, lively, exciting, not discriminating people	Two informants

Both characters and attitudes are important factors for the sustainability of *kendang* craftsmen business since they are able to maintain its relationship with customers.

In addition, *kendang* craftsmen have different educational background either formal or non-formal education. Most of them graduated from secondary schools as their formal education either from general or vocational senior high schools. Likewise, they have varies of non-formal education in the form of training programs carried out by governmental and non governmental institutions related to small and medium enterprise development. They felt and considered that by following such training programs are able to improve their knowledge, skills, and capabilities for improving the quality of created crafts. Kinds of attended training programs offered several technical skills development such as designing, painting, and soft skills as well. One of informant pointed out that "followed training programs are able to increase crafting technique skills, and followed up with direct practice". Moreover, craftsmen also participated in national level handicrafts exhibitions in several province capital cities such as *Inacraft* held in Jakarta – the capital of Republic of Indonesia, and National Art Day held in Surabaya – the capital city of East Java Province. He also mentioned that “the training programs carried out by local office of industry and trade department officers offered kinds of techniques of hand making crafts taken place in my crafts workshop”. He continued telling that “this workshop is also used by students from local vocational high schools to practice making crafts merchandises”.

## DISCUSSION

Current situation in Indonesia shows that the number of entrepreneurs tends to increase, and this is a good news that enable the country to provide employment opportunities and to reach higher society welfare, besides enable the country to get in touch with Asian Economic Community competitiveness (Puspayoga, 2017). Entrepreneurs are people who are motivated by a keen desire to gain success and have a strong drive to build a business (Dimitros, et al., 2016). The role of an entrepreneur should be able to inspire entrepreneurial characters to be applied in fostering the business. The characteristics of Entrepreneurship become important factors for business success (Islam et al., 2011). In addition, entrepreneurs must have entrepreneurial attitudes. Attitudes of entrepreneurs are valuable factors in doing business since it enables to form mind-sets and tendency for business development as Fitzsimmons and Douglas (2005) revealed that entrepreneurial attitudes can significantly determine entrepreneurial career decisions. Moreover, entrepreneurs' education either formal or non-formal is also essential for business sustainability. Through training programs taken that improving their business knowledge, skills, and capabilities, they are able to adapt their business in turbulence economic conditions. The purpose of training programs is essentially to transform expected business behaviour relevant to current situation.

Running a business requires entrepreneurial characters, attitudes, and appropriate educational training background for its sustainability. Entrepreneurs have varies of characters that suitable for each of them to support their business. Those characters are mainly determined a number of aspects such as business environment, business experiences, and many of personal traits (Mazzarol et al., 1999). This research revealed that a trusted character as mentioned by Sexton and Bowman (1985) is an advantageous factor that make possible for crafts business to survive and sustain. In addition, eager for achievement as mentioned by Hornaday and Aboud (1971) is beneficial for crafts industries to expand business through marketing activities both for local and foreign tourists.

Being independent as referred to Hastuti et al. (2015) is valuable point for owners of *kendang* crafts to run business daily in leading and directing employees to achieve business targets. Likewise, optimistic character as mentioned by McClelland (1961) is necessary for *kendang* handicraftsmen to motivate employees and contribute impact on strong efforts for sustainable business development. Profit and results oriented as pointed out by Robles and Rodriguez (2015) are aspects for business to reach its objectives including achieving a wide market to be able to serve many more customers. Hardworking (Beugelsdijk & Noorderhaven, 2004) and painstaking (Hastuti et al., 2015) are two principal characters owned by *kendang* handicraftsmen as capital for being able to run competitive sustainable business. Discipline (Hornaday and Aboud, 1971)



and attentive (McClelland, 1987) shown by *kendang* handicraftsmen will be able to affect and maintain customer loyalty. Risk-taking character as mentioned by Shane et al. (2003) is a main characteristic for every businessman that have to consider as naturalistically happen in business life, that they have to compete for obtaining raw materials, and to sell the craft products in competitive price.

Every *kendang* craftsman has their own-way for leading, guiding, and directing (Robles and Rodriquez, 2015) their crafts workers for accomplishing finished craft products. It is open-minded insights, future-oriented, and able to respond well on suggestions and criticism (Dimitratos et al., 2015) since it is useful for their business development. Moreover, the creativity is another fundamental point for craftsmen to be able to exist in arts business. As entrepreneur, the *kendang* craftsmen need to have creative character as pointed out by Casson (1982) since their business is engaged in the field of applied arts to serve different demands from customers from many kinds of background, and it can be seen as craftsmen challenges and business opportunities (Robles and Rodriquez, 2015; (Hornaday and Bunker, 1970). In addition, for supporting their business, it is the advantages if they have English language skills, so they are able to communicating easily with foreigner customers (Hastuti et al., 2015).

Entrepreneurial attitude is a form of character implementation owned by entrepreneur for running the business. Entrepreneurial attitude is a strong willingness to achieve goals (Shane et al., 2003). It is also a strong belief for entrepreneur self-esteem in running business (Hornaday and Aboud, 1971), have physical endurance and creative way of thinking or problem solving in entrepreneurial activities (Sexton and Bowman, 1985). Likewise, the craftsmen need to have attitude of persistent and determined personality (Hastuti et al., 2015), honest (Legoharel et al., 2004), be responsible for accomplishing all customers demand (Robles and Rodriquez, 2015).

Entrepreneurial attitudes are able to be developed, and its formation is influenced by several factors. Gender and previous experience background factors that interact significantly influence in determining the attitudes (Kundu and Rani, 2008). It is obtained from interviews that *kendang* craftsmen have to maintain entrepreneurial attitude in terms of developing trust and honesty (Legoharel et al., 2004). It is essential intangible capital for them in keep continuing cooperation with others either business partners or customers. High disciplines in daily entrepreneurial activities (Hornaday and Aboud, 1971) are the attitude of *kendang* craftsmen for serving all orders in a timely manner and financially appropriate. They need to have also self-confidence (Hastuti et al., 2015) since this business is still in developing stage. Kinds of responsibilities (Robles and Rodriquez, 2015) owned by *kendang* craftsmen, are able to be seen from risks taken and responsibility to employees, raw materials suppliers, and customers. *Kendang* craftsmen also need to have innovative attitudes (Shane et al., 2003), sociable (Casson, 1982), good, friendly,

smart (McClelland, 1987), attentive and carefulness (Hornaday and Aboud, 1971). Their business environment (Jagannathan et al., 2017) forms and greatly affects *kendang* craftsmen entrepreneurial attitude.

From education point of view, *kendang* craftsmen have different educational background. Some of them have either general or vocational senior high schools as formal education and some of them also have training experiences as non-formal education. Besides, they have also improved their knowledge, skills, and capabilities through self-study as experiences obtained from their family. Individually, they have also arts talents that support their *kendang* business (Maier, 1965). As mentioned in research from Ezzahra et al. (2014), the aim of education and training are assisting employees to develop skills, improving knowledge, improving quality performance, improving individual skills through social exchange, and identifying potential level of skills, strengths and weaknesses, and kinds of training needed for them. Furthermore, kinds of training attended are able to develop managerial skills, to advance entrepreneurial skills (Idrus et al., 2013), to encourage entrepreneurs for innovating and creating new platforms of *kendang* crafts as arts works (Salas, 2014).

## **CONCLUSION**

In the turbulence and fast changing business circumstances, entrepreneurial characteristics and attitudes found in this research are essential factors for entrepreneurs especially for *kendang* craftsmen to be able to sustain their business. Entrepreneurial characteristics and attitudes owned by craftsmen are required as entrepreneurial capital in developing business and for its survival. Both characteristics and attitudes are able to be developed and learned by entrepreneurs during running their business, and it is a valuable component for intensifying business sustainability. Having entrepreneurial characteristics and attitudes facilitate *kendang* craftsmen for running arts business sustainability, business competition in turbulence changes, and looking for every single opportunity and challenge. High level of entrepreneurial willingness of *kendang* craftsmen are needed to achieve business goals.

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