
METAL EMPLOYER'S STRATEGY AND RECIPROCITY IN CEPOGO VILLAGE OF BOYOLALI INDONESIA

Susi Ningsih¹, Bagus Haryono² and Argyo Demartoto³

¹Master Study in Department of Sociology,

Faculty of Social and Political Sciences, Universitas Sebelas Maret, Indonesia

^{2&3} Department of Sociology, Faculty of Social and Political Sciences, Universitas Sebelas Maret, Indonesia ,

ABSTRACT

This research aimed to find out the metal employer's strategy and social-economic reciprocity in Cepogo Village, Cepogo Sub District of Boyolali Regency. This research employed a descriptive case study research method. The unit of analysis in this study was employers and workers of metal craft industry using strategy and reciprocity in running their business. Techniques of collecting data used were observation, in-depth interview and documentation. Data validation was carried out using source triangulation. Data analysis was carried out using an interactive model. The theories employed in this study were Polanyi Reciprocity. The result of research showed that strategy and reciprocity needed for business development and sustainability was working principle including kinship, allowance in completing job, and based on social and religious values. It makes employers and employees (workers) have tolerance that can create harmony in work relation so that their business can survive and develop.

KEYWORDS: Strategy, Reciprocity, Metal Employers.

INTRODUCTION

Ministry of Industry's data of 2016 suggests that ten industrial product categories with largest export value are: food industry (23.93%), chemical industry and product made of chemicals (9.33%), basic metal industry (7.51%), garment industry (6.57%), rubber industry, product made of rubber and plastic (6.24%), other processing industry (5.58%), computer, electronic and optic product (5.34%), motor vehicle, trailer and semi trailer industry (4.68%), paper industry and product made of paper (4.61%), and leather industry, product made of leather (4.57%). Ministry of industry's data shows that metal industry is on the third position with score of 7.51%. It indicates that metal industry plays a very important role to the state, particularly the development of a certain area such as Boyolali. This metal industry belongs to work art industry (Ministry of Industry's Data, 2016).

The history of Tumang Hamlet becoming metal a craft industry Hamlet is told as follows. In + 1930 AD, one of Surakarta Hadiningrat Palace's heirloom was lost. Based on information from the Palace's abdi dalem or servant having astrology skill, the Palace's heirloom was said as located in Tumang Hamlet (around Kyai Ageng Rogosasi's grave). When King Paku Buwono X took the heirloom, he saw the activity of people in Tumang area, particularly in Gunungsari Hamlet who were working to produce and repair kitchen appliances made of pewter. Seeing this activity different from that of other majority people in Surakarta Palace area, the King gave the following advice and

message, “Wis Terusno, Besuch Bakal Dadi Dalan Rejekimu” (OK, keep working, it will be your livelihood later). At that time, the King’s instruction was a command for his people that should be implemented and upheld (Village Head’s Data, 2018).

Metal craft art is a craft art or skill to produce something into products having use value with metal as its media (Prasetyo, Angge: 2016). Handicraft existing in Indonesian people is highly advantageous to the people development. This presence of handicraft can develop potential natural and human resources. To produce an art work in the form of handicraft, a skill derived from the family hereditarily is required.

People are still preoccupied with metal craft until today and even now developing rapidly not only limited to pewter as its material, but also aluminum, brass, and iron, and so are its craft products. Previously its production process produced only kitchen appliances but now it develops into the more modern one, producing calligraphy, lamp, bathtub, rubbish basket, and etc.

This craft job is conducted manually without any advanced technology (Sahu, 2015). Majority people in Cepogo Village work as metal craftsman to meet their daily needs. This craft job uses handmade (manual) system rather than machine system. Such job in metal field has made Cepogo Village developing rapidly. The presence of metal industry can open job opportunity. Cepogo Village people begin to establish many metal businesses. Thus, many metal employers appear. This metal business develops continuously and attracts the young generation’s interest in running this business.

This metal craft has been well-known in international world because it is unique, beautiful, and handmade. This development of Cepogo Village has met the people’s economic need through a profession as metal craftsman and metal employer. An industrial institution usually has employer or the capital owner and employee or worker. The relationship established between employer and employee should have certain limitation in establishing work relation, but it is not true in Cepogo Village. The relation established is a kinship mutually beneficial to both employers and employees. It is related to the metal employers’ strategy and reciprocity principle existing between employers and employees to make the business surviving and developing.

The marketing of products extending to nearly throughout world has led Cepogo Village to be famous for its metal craft industry. The fame of metal industry increases the income of each metal industry employer. The business building on hard work has lead Cepogo villagers to be successful employers. The achievement of Cepogo villagers in promoting their hamlet has changed Cepogo village into industrial area. It results in high money circulation in Tumang Hamlet due to high trading transaction volume.

The very rapid business development is, of course, followed with the employers’ strategy in promoting their business. A company’s strategy developing process aims to improve its performance. The company should make mature decision in a policy (Weezel, 2009).

Business strategy taken by metal employers is related to reciprocity between people (community) and their employees. It is this strategy that makes this business still running and developing until today. A strategic orientation concept should be prioritized as the combination of a company's position and resource. Strategic orientation as the combination of a company's position, resource, and corresponding behavior pattern that can change resource results in product and service consistent with the market's demand (Hakala, 2015).

Strategy is some measures a company should take to achieve its objective (Kasmir, 2011: 186). The strategy used by each of employers in promoting and maintaining their business are varying. It is consistent with their ability of managing strategy. Generally, the strategy taken by employers is reciprocal in nature. Reciprocity established between employers, employees, and people (community) surrounding. Reciprocity in community indicates that some exchanges occur between one and another, in which there is reciprocal pattern, normative behavior form in which individual brings values and norms into social exchange process (Heddy, 2003: 155).

Reciprocity occurring between employers, employees, and people (community) is established in coexistent manner. The advance of industry is inseparable from reciprocity activity applied by Cepogo villagers. Reciprocity is conceptualized as an individual's personal predisposition to reply other's behavior (Zhang, et al., 2017).

Reciprocity principle is emphasized on in work relation applied in the metal industry craft existing in Cepogo Village. The metal employers' strategy in running their business in order to keep surviving and developing relates to reciprocity. Business success perceived by the employers is followed with strategy and values they hold on. It makes the author interested in discussing the metal employers' strategy and reciprocity in Cepogo Village, Boyolali, Indonesia.

METHOD

This qualitative research took place in Tumang Village, Cepogo Village, Boyolali, using case study approach (Yin, 2014). The author preferred using descriptive case study strategy considered as capable of explaining the phenomenon of metal employers' strategy and reciprocity in Cepogo Village, Boyolali, Indonesia. This research was conducted from February to March 2018. This study employed purposive sampling approach by selecting industrial employers and metal industry craftsperson as metal industry performers applying business strategy and reciprocity behavior making the business keep developing and surviving. Techniques of collecting data used were observation, interview, and documentation. Documentation source was obtained from village archive and photograph. Data validation was carried out using source triangulation and an interactive model of data analysis (Milles and Huberman, 1984).

RESULT AND DISCUSSION

Metal industrial business has been existing in Cepogo Village since + 1930 AD. This industrial business develops over years. Up to now, Cepogo villagers are still preoccupied with metal craft and

even this business develops rapidly thereby not limited to pewter only as its material but also aluminum, brass, and iron. The shape or model produced in this craft includes household appliances such as pan, teapot, and etc. Along with the development of time, knowledge, and consumer's demand, this craft is produced more varyingly than that before. Varying shaped produced by employers include calligraphy, rubbish basket, lamp, bathtub, mirror, and etc.

The increasingly varying shape is followed with the increasing number of employers. Now many employers appear to run this metal industrial business. This metal business has developed rapidly up to global level. Indonesian metal craft, particularly the one existing in Cepogo Boyolali Village has changed Cepogo villagers' life into the more advanced one. This more developing business creates more job opportunities to local people. Many people working as craftsperson and metal industry employers. Even, today many young generations are competing for being metal employers, because they get many advantages in economic field.

Work relation established in metal industry includes international and national relation. In both national and international trading transaction, there is a special address for the purchaser. The purchaser is usually called buyer. Employers and buyers establish a good cooperation, as indicated through buyer usually purchasing this metal craft product coming from Europe, France, Japan, Australia, Turkey, and etc. In addition, there are also local industries, the buyers of which come from Bali, Jakarta, and outside Java.

This metal industry is the only one existing in Indonesia and should remain to be preserved for the advance of nation and region, and community development. This metal industry should be maintained and preserved because it is the only one existing in Indonesia and in the world, the production process of which uses handmade rather than machine system. Foreign people like this metal craft product because it has high artistic value.

Cepogo Villagers working as craftsperson and employers are largely graduated from Elementary School. But, limited education in formal level does not prevent employers and craftsperson from developing, because in this metal craft production process each of individuals need special skill. Cepogo Villagers acquire this skill hereditarily. An individual who wants to learn producing this craft should spent much time even to learn its basic part. It is because this craft production process needs good skill in order to be able to work on this craft product. There has been a foreigner who learnt this craft for a month, but he has not been successful yet.

To promote this industrial business, the employers, of course, should have strategy to promote and to maintain the existence of their business. The strategy taken by employers is firstly to apply kinship working system to the employees (workers). Working time (hour) is Monday to Sunday. But, there is some allowance in giving work leave permission to the workers. This work system is applied through giving work leave permission to the workers, according to their leave purpose. Employers

give the workers the permission according to the workers' request, for example a worker asks for permission to take leave for ten days because his relative or neighbor will held wedding party, the employer will give him permission. The employers give allowance in giving work leave permission because their work time is everyday, so that this allowance can make the employees working comfortably.

Kinship concept is applied by employers through providing lunch facilities to the employees. Employers and their wives cooperate to pay attention to their employees' wellbeing. Lunch facility provided by employers is considered as the part of alms. However, these employers provide lunch everyday with varying and feasible menus. When it is calculated logically, the profit gotten will be very small, but when it is intended to Allah, the business ran will thrive.

Secondly, the allowance is related to the job, in which the employers give the employees discretion in completing their job, so that they can bring the work home and do it at home at time specified by the company. It is this working system not bond with restrictive norms that retains the employees to keep working here. The employee's high work ethos will impact on business sustainability, in which the business will develop. The thriving business will be followed with high income level.

Because of getting high income, the employers held such social activities as dangdutan event. This event is held to celebrate their business anniversary named Gebyar Tiga Putra Gallery. In addition, this event is also an expression of gratitude for the advance of business they run so far. In this event, the employers invite many famous dangdut artists. This event is expected to amuse people surrounding and metal craftsperson.

The Head of Cepogo Village said that Cepogo Villagers conduct social activity easily. Even to raise fund for holding village activity, they assemble gather their wealthy friends who are willing to contribute to the village activity. Village activity held annually, among others, is Tumang Fair held once in two years. This Tumang Fair event features such arts as Javanese gamelan concert, student art performance, many dancing art, and etc. In addition, to enliven Tumang Fair, Cepogo Village invites some artists like Didi Kempot.

The three employers still hold on certain values such as social and religious values. Cepogo Villagers are concerned not only with social but also with education field. Some employers participate in establishing education institution, such as Muhammadiyah Elementary School. This school is established based on one of employers' concern with education world. At that time, the quality of education in Cepogo Village is still very poor. Thus, this background leads the employer to establish school. As the manifestation of their concern with education, Employers of Tumang Hamlet also contributed to the process of constructing Islamic Boarding School. This construction of Islamic boarding school is a social action in religion field benefiting others and the employers themselves.

Social activity conducted by employers has been able to show off their business existence and development. The activity conducted by these employers builds on a value they hold on. Value is something considered as good and conducted by an individual to achieve his/her objective. The value an individual holds on will determine the one's attitude. Every individual has certain characteristics in running his/her business.

The characteristics a worker expects from a leader are not intellectuality, bravery, and even inspirational trait. The most important things are honesty and ethics. Ethics indicates moral basic or values determining whether or not an action is right or wrong and the result is good or bad. People rely on ethic value for considering something to be done correctly (Wibowo, 2013). Ethics applied by metal employers in Tumang Hamlet is the application of social and religious values in business sustainability.

Metal employers' strategy in running their business is related to reciprocity using reciprocity theory stating that self-interest also determines an individual's dedication to all of his/her family members. Self-interest in Polanyi's view is particularly non-economic in nature (respect, self-esteem, social acceptance and recognition). It is consistent with the employees existing in Cepogo Village, Boyolali. Employers have values considered as capable of maintaining and developing their business. The values adopted by employees are, among others, social one. The social value intended is that the employers give some of their business' profit workers' and Cepogo Villagers' interest (need). This presence of such social activity is highly helpful to workers and community. Cepogo villagers are facilitated with the improved access to education, and the workers feel not being burdened with work hour and food facility provided by employers.

Employers believe in the presence of social value. The principle of sharing with others applied by the employers also impacts positively on their business. The business run by the employers thrives and develops more rapidly thereby making them holding many social value-related activities more vigorously.

Polanyi concluded that human being is determined more by non-economic motives such as habits and law, magic and religious belief, and various value systems (Polanyi, 2003). Employers in Cepogo Village take some strategies to maintain and develop their business based on non-economic motives. The non-economic motives intended are related to religion-based values held on by the employers. Religious value intended is that the employers believe that sharing with each other can give good feedback to business sustainability. Employers contribute some of their business' profit to build school at elementary school level and participate in contributing materially to the construction of Islamic boarding school.

The activity conducted by employers makes the relation established well between employers, workers, and local people. The good relation established brings harmony to business sustainability.

Tumang Hamlet people have now had advanced life. It can be seen from many job opportunities available thereby the unemployment rate is low. High tolerance between fellow employers can create a good business atmosphere. Such condition of Tumang Hamlet has made its people prosperous, peaceful, and harmonious.

It departs from self-interest considering that religion is something that should be implemented by treating the fellows well. The movements between group elements are interrelated symmetrically. This symmetrical relation is a social relation, with each of parties positioning themselves on equal position and role during the exchanging process. Symmetrical relation established between employers and employees, and local people has created reciprocity. This reciprocity can occur due to the presence of tolerance, commonness, and sportive work ethos between employers and employees.

CONCLUSION

This research finds the metal employers' strategy and reciprocity in Cepogo Village, Boyolali. The metal employers' progress in running their business is supported by workers (employees). Thus, the relationship of employers and employees to local people can be established well. Metal business still surviving until today and even more developing builds on employers' strategy in running their business. The strategy applied by metal employers is firstly to establish kinship with employees. It is indicated with the employers giving work leave permission loosely with clear specification of interest or purpose and providing lunch facilities to employees. Secondly, another strategy taken is to give work discretion by which the employees can take their job home. Thirdly, employers also conduct social activity and religion.

The employers hold on some values for their business sustainability. The values are actualized through social and religious activities. The values applied by the employer's impact on the reciprocity occurring in Cepogo Village. Social activities held included constructing Elementary School, helping establish Islamic boarding school, and participating in village event. By conducting some activities supporting the workers, the workers will do their job well and will promote their business collectively. Thus, the metal employers' strategy can realize the reciprocity that will bring good development into the business, so that the business will keep surviving and developing until today.

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