



## Pulutan Community's Commitment to the Existence of Family-Based Pottery Businesses

Rita Norce Taroreh<sup>1\*</sup>, Hanly Fendy Djohar Siwu<sup>2</sup>, Wensy Frangky Israel Rompas<sup>3</sup>, Maxie Timbuleng<sup>4</sup>  
Sam Ratulangi University

**Corresponding Author:** Rita Norce Taroreh [rita.taroreh@unsrat.ac.id](mailto:rita.taroreh@unsrat.ac.id)

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### ABSTRACT

A family business is a form of business that involves some family members in both ownership and operational activities. The existence of a family business depends heavily on the commitment of family members to maintain its sustainability and the owner's ability to handle family conflicts related to business inheritance. Efforts to maintain a family business must be a shared commitment of all family members. Therefore, family business leaders must possess a strong commitment and conflict management skills to prevent conflicts of interest within the family during the business's succession to their children and grandchildren. This study aims to uncover the forms of commitment and conflict management within families (community) in Pulutan Village during the pottery business succession process. This study used a qualitative approach with a case study design, in which the researcher served as the primary instrument. In addition to the researcher, other instruments included the village head, pottery artisans, pottery business owners, and the Pulutan Village community in general. Data collection used in-depth interviews, participant observation, and documentation studies. Data analysis utilized three simultaneous activity streams: data reduction, data presentation, and conclusion drawing/verification.

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## **INTRODUCTION**

Micro, Small, and Medium Enterprises (MSMEs) are currently considered an effective means of poverty alleviation. MSMEs create significant job opportunities for the domestic workforce, significantly contributing to efforts to reduce unemployment.

In several developed countries, communities are developing family-based micro-enterprises to reduce dependence on government and private companies for employment. A large number of family-based entrepreneurs will support a nation's economic growth, although establishing them requires significant effort and time to pass on the legacy to future generations. Commitment from business leaders is essential for the sustainability of family-based businesses. Commitment to entrepreneurship is the spirit of diligently pursuing a business to achieve predetermined goals.

A crucial factor in ensuring business continuity is managing the family business as a professional enterprise, where each family member must share the same commitment to maintaining and preserving the business. Conflicts of interest often arise in the process of handing down a business from parents to children. Conflicts within families are commonplace due to differences of opinion or perspective among family members. Parents hope their children will be able to continue the pottery business long established by their village ancestors. However, advances in technology and communication have shifted young people's interest to work in companies or offices that promise a more secure income, rather than working as pottery craftsmen.

Each family's approach to conflict resolution differs. Some families resolve conflicts through discussion, deliberation, or personal approaches. These methods are considered more efficient in resolving conflicts without triggering further conflict. The conflict resolution methods mentioned above are used when the conflict is not severe and communication within the family is well-established. Some families resolve conflicts through violence, either physical or verbal. This method of conflict resolution is less effective because the root of the conflict cannot be properly resolved and is prone to triggering other, larger conflicts and disrupting family harmony. Resolving conflict through family communication with an orientation toward compliance is the starting point for business success.

The existence of family-based businesses is due to the commitment of parents, who have strengthened the socio-cultural life based on local wisdom, a unique feature found in Pulutan Village, Remboken District. Of the 1,120 population, 296 families, and 85% of the population, work as pottery craftsmen. The potential of this village has attracted the attention of the Minahasa Regency Government and the North Sulawesi Provincial Government. Through relevant agencies, the Regency and Provincial governments provide guidance and training to the craftsmen. This includes establishing a training center in Pulutan Village, introducing various technologies to improve the quality of pottery products.



Figure 1. Pottery Craft Products from Pulutan Village

Based on the above background, this research will focus on community commitment and conflict management for the survival of family-based pottery businesses. This study will focus on the traditional pottery business center in Pulutan Village, Remboken District, Minahasa Regency. Specifically, this research will reveal:

1. The commitment of business owners to business succession to their successors
2. The commitment of pottery artisans to business succession to their successors
3. The commitment of young people to continuing the pottery business in Pulutan Village.
4. The role of parents in managing conflicts arising from their successors for business succession.

In general, this research aims to identify and uncover the forms of community (family) commitment in Pulutan Village in the business succession process, which includes the following stages: pre-business succession, business introduction, business implementation and development, and maturity and post-succession.

Commitment is the key to business success. Building commitment in entrepreneurship requires personal strength, patience, togetherness, mental and physical resilience, and the ability to think critically. Without genuine effort and strong commitment, an entrepreneur will not succeed and will face many failures. Therefore, commitment is crucial and absolutely essential for an entrepreneur to achieve their goals. Strong commitment and appropriate conflict management for business inheritance will significantly influence the interest of family-based business successors in pursuing the business pioneered by their predecessors.

## LITERATURE REVIEW

### *Family Business*

According to Susanto (2007), a family business is a business in which at least 25% of the shares are owned by a particular family, or if less than 25%, a family member holds a position on the company's board of directors or board of

commissioners. According to Susanto (2007), there are two types of family businesses:

a. Family Owned Enterprises (FOE):

These are companies owned by a family but managed by professional executives from outside the family circle. In this case, the family acts as the owner and does not involve themselves in field operations to ensure the company's management runs professionally.

b. Family Business Enterprises (FBE):

These are companies owned and managed by the founding family. Therefore, both management and ownership are held by the same individuals, namely the family.

### ***Family Business Succession***

Long-term company sustainability requires a well-thought-out succession plan involving various components within the family business and is achieved with a high level of awareness and diligence. The most important issue in family business sustainability is succession. There are seven steps in family business succession (Susanto, 2007):

1. Evaluating the ownership structure,
2. Developing a picture of the desired structure after the succession,
3. Evaluating the family's wishes,
4. Developing a selection process,
5. Training and monitoring the future successor,
6. Conducting family team-building activities, creating an effective board of directors, and finally,
7. Introducing the successor at the right time.

Succession planning consists of three patterns: 1. Planned Succession, which is focused on succession planning; 2. Informal Planned Succession, which is more focused on imparting experience; and 3. Unplanned Succession, where the transfer of power to the next generation is based on a unilateral decision by the owner.

Yong Wang, as quoted in Mikhail and Mustamu (2013), stated that it's important to understand that family businesses have both positive and negative aspects. The positive aspect is a strong commitment to the company. This strong commitment is a strength of family members that is difficult for professionals to match. Family members have a strong sense of ownership, as they are, in fact, the owners of the company. However, this can be negative when this sense of ownership turns into subjectivity, which can reduce the accuracy of decision-making.

According to Baur (2014), an effective succession model consists of four components, as follows:

1. Successor Qualification. An effective successor has a comprehensive educational background relevant to the business and continuously invests in personal development. Effective successors undertake extensive intensive training both internally and externally.

2. **Entrepreneurial Orientation.** An effective successor has a strong entrepreneurial orientation. They possess a tenacity, a willingness to take risks, and demonstrate speed and flexibility. They take the initiative to create something new and add value.
3. **Willingness to Take Over Responsibility.** An effective successor demonstrates a strong desire to take over responsibility based on deep-rooted motivation and early involvement in the family business.
4. **Personality Traits, Management, and Leadership Skills.** An effective successor demonstrates politeness and self-confidence. Effective successors must also foster good relationships with the older generation, utilizing the management knowledge and leadership skills of the older generation.

### **Pottery**

Pottery is a type of ceramic product made from clay, such as pots, vessels, water jugs, etc. Pottery-making techniques include:

1. **Slabbing technique.** The slabbing technique is used to create cube-shaped pottery with a flat surface.
2. **Pinching technique.** The pinching technique involves massaging the clay directly with your hands.
3. **Coiling technique.** The coiling technique is a method of shaping clay by twisting or forming it into a rope-like shape.
4. **Throwing technique.** To create pottery using the throwing technique, an electric rotary tool is required.
5. **Pressing technique.** The pressing technique involves pressing the clay into a mold to conform to its shape.
6. **Casting technique.** The casting technique is used to create pottery using a mold.

The pottery-making process includes:

1. **Clay Search Process**
2. Careful inspection is required to obtain the best clay that meets quality standards, meaning that it is free from small stones and impurities.
3. **Drying Process**
4. After inspection, the clay is cut into cubes and dried in the sun, which takes about 3 or 4 days. Once the cubes are dry, they are pounded into a soft dough and stored for use as dough.
5. The pot is then left to dry in a place out of direct sunlight.
6. **Coconut Oil Varnishing Process**
7. The pot is varnished with a combination of coconut oil and allowed to dry before being scraped or polished with a black stone or other traditional tools, giving it a shiny surface. After drying, the pot is then dried in the sun.
8. **Firing Process**

9. The objects/pots are ready to be fired and are placed in an open oven covered with rice straw, where they are fired for over four hours at a production temperature of around 400 to 800 degrees Celsius.
10. Coloring Process
11. The final step is selecting the right color.

### ***Commitment***

According to the Indonesian Dictionary, commitment is an agreement (binding) to do something. Therefore, in this sense, commitment can be defined as a very strong commitment to carrying out a responsibility to maintain a business under any circumstances. Commitment plays a crucial role in business continuity. Commitment is the effort or drive that emerges from an entrepreneur (Rahayu 2018). Commitment can be formed from education and experience, as well as support from others and the surrounding environment (Rahayu 2018). Commitment is a strong attitude, feeling, and will, as well as the attitude of an entrepreneur to have a strong effort to achieve the goals of an organization or company. It is a state in which an individual maintains membership in an organization to achieve a desired goal.

Commitment can lead an entrepreneur to achieve predetermined goals because it influences the work ethic of his employees, encouraging them to persist in achieving those goals. Commitment itself is an identification made to realize the ideals, hopes, and targets that an individual has planned for their life. This internal commitment can then be applied to business sustainability. This demonstrates that commitment is a strong belief in and acceptance of goals, the ability to direct efforts, and a strong desire to remain with the organization.

### ***Commitment and Business Succession***

Succession is the process of transferring power, implemented through various steps to ensure business continuity from generation to generation (Aronoff, 2003). Succession is the process of leadership change within an organization, resulting in a shift in leadership patterns within the organization, which are often the children of the founder. Succession is the transfer of power and leadership to successors through a succession process for the sustainability of the business.

Determining the success of a family business requires characteristics to ensure its continuity from generation to generation, including: planned regeneration, communication between business actors, commitment, family integrity, appropriate business regeneration, initial capital, protection orientation, singular business leadership, knowledge transfer, dynamic capabilities, business independence, and unique capabilities.

### ***Conflict Management***

Family conflict can be defined as a disagreement or dispute between two or more family members, accompanied by negative emotions such as anger, disappointment, and frustration. This conflict can arise from various factors, both internal and external to the family, and can negatively impact relationships

between members, mental health, and the overall well-being of the family. Family conflict can arise from various factors, which can be categorized into two categories: internal and external factors.

### ***Internal Family Factors***

1. Differences in opinions, values, and beliefs: Every individual has their own perspectives, values, and beliefs. These differences, if not managed properly, can become a source of conflict within the family.
2. Lack of communication and misunderstandings: Ineffective communication and misunderstandings can exacerbate family conflict. This can occur due to a lack of time to exchange ideas, a lack of empathy and understanding of others' perspectives, and inappropriate use of language.
3. -□Financial problems and stress: Financial pressure and stress can make family members irritable, frustrated, and prone to conflict. This can increase the potential for conflict.
4. Mental disorders and addictions: Mental disorders such as depression, anxiety, and schizophrenia can affect the behavior and emotions of family members, increasing the risk of conflict. Addiction to alcohol, drugs, and gambling can also trigger conflict within the family.
5. Differences in parenting styles: Differences in opinions about how to discipline, educate, and raise children can be a source of conflict between parents.

### ***External Family Factors***

1. Social and Cultural Pressures: Different social and cultural norms and expectations can lead to conflict within families, especially in immigrant families or families with diverse cultural backgrounds.
2. Environmental and Community Influences: Factors such as unsafe neighborhoods, lack of access to social services, and exposure to violence can increase the risk of conflict within families.
3. Traumatic Events and Life Crises: Traumatic events such as death, divorce, or natural disasters can cause stress and anxiety that can trigger conflict within families.

## **METHODOLOGY**

### ***Research Approach and Design***

This research uses a qualitative approach with a case study design. Qualitative research is a research procedure that produces descriptive data in the form of the words, writings, and behaviors of individuals (subjects/informants) themselves (Bogdan and Taylor, 1982). A case study design was chosen because this research will uncover the phenomenon of community commitment and conflict management in the succession efforts of family-based pottery businesses in Pulutan Village.

### ***Place of Research***

This research was conducted in the pottery industry center in Pulutan Village, Minahasa Regency.

### ***Presence of Researchers in the Field***

The researcher's presence in the field will act as both an instrument and a data collector. The researcher will be assisted by members of the implementation team throughout the research process until completion.

### ***Research Instruments***

The researcher is the primary instrument in the research, or key instrument. In addition to the researcher, other instruments include the village head, pottery artisans (parents and children), and the general community of Pulutan Village. Qualitative researchers are the planners, data collectors, data analysts, data interpreters, and also the research reporters. Therefore, researchers must strive to be as selective, careful, and diligent as possible in gathering data based on the reality on the ground to ensure the data collected is truly relevant and guaranteed to be valid. Supplementary instruments in qualitative research include observation guides, interview guides, a voice recorder, a digital still camera, and a video camera.

### ***Data Collection Techniques***

Data collection techniques in qualitative research are carried out using the following methods:

1. In-depth interviews. This is an interaction between two people, one called the interviewer and the other called the interviewee. Often, one is called the researcher and the other the respondent or informant. Interviews are a qualitative research technique that allows for interpersonal discussions.

2. Participant observation, which is an observation conducted by researchers by observing and directly participating in the lives of the informants being studied.

3. Documentation studies, commonly referred to as document reviews, are data collection techniques that indirectly target the research subjects in order to obtain information related to the research object.

### ***Data Analysis***

Qualitative data analysis involves working with data, organizing it, breaking it into manageable units, synthesizing it, searching for and discovering patterns, identifying what is important and what is to be learned, and deciding what can be shared with others. Data analysis is an ongoing process that requires constant reflection on the data, asking analytical questions, and writing brief notes throughout the research.

Qualitative data analysis is conducted when the empirical data obtained is qualitative in the form of a collection of words rather than numbers and cannot be organized into categories or classification structures. Data can be collected in a variety of ways (observation, interviews, document abstracts, audio recordings)

and is usually processed before being ready for use (through note-taking, typing, editing, or transcribing). However, qualitative analysis still uses words, usually organized into expanded text, and does not use mathematical or statistical calculations as analytical tools.

According to Miles and Huberman, analysis activities consist of three streams of activities that occur simultaneously, namely data reduction, data presentation, and drawing conclusions/verification. Occurring simultaneously means that data reduction, data presentation, and drawing conclusions/verification are intertwined, forming a cyclical and interactive process before, during, and after data collection in a parallel form that builds a general insight called "analysis."

Data analysis techniques used in qualitative research include interview transcripts, data reduction, analysis, data interpretation, and triangulation. Data reduction is defined as the process of selecting, focusing on simplification, abstraction, and transformation of raw data that emerges from written notes in the field. Data reduction activities take place continuously, especially during qualitative-oriented projects or during data collection. During data collection, reduction stages occur, namely making summaries, coding, exploring themes, creating clusters, making partitions, and writing memos. In addition to using data reduction, researchers also use triangulation techniques as a technique to check the validity of the data. Where in its meaning triangulation is a technique for checking the validity of data that utilizes something else in comparing interview results to the research object (Moloeng, 2004:330). Triangulation can be done using different techniques, namely interviews, observations, and documents. This triangulation is not only used to check the accuracy of the data but also to enrich the data. According to Nasution, triangulation can also be useful for investigating the validity of a researcher's interpretation of the data, as it is reflective. Denzin (in Moloeng, 2004) distinguishes four types of triangulations, including those involving sources, methods, investigators, and theories.

In this study, of these four types of triangulation, the researcher only used the technique of checking sources. Triangulation with sources means comparing and cross-checking the reliability of information obtained through different time periods and tools in qualitative research.

## **RESEARCH RESULT**

### ***Research Location Overview***

Pulutan Village is a village located in Remboken District, Minahasa Regency, and has existed since 1916. It is approximately 5 km from Lake Tondano, a popular tourist destination in Tondano. It is 45 km from Manado City (approximately a 90-minute drive), 28 km from Tondano (the capital of Minahasa Regency), and 6 km from Remboken (the capital of Remboken District). It is accessible by land via Tondano, Kawangkoan, and Leilem Village.

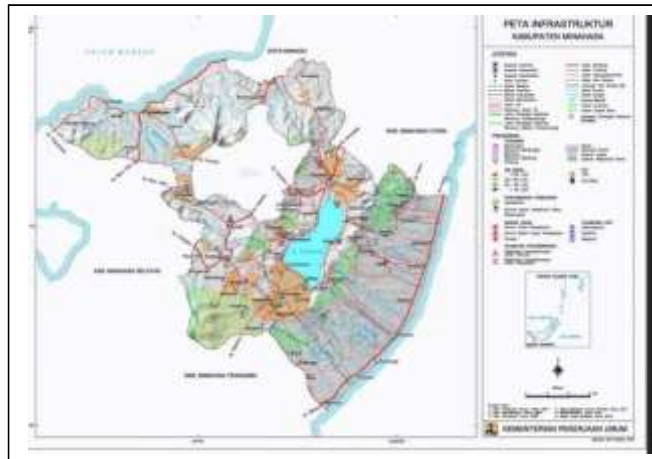


Figure 2. Map of Pulutan Village  
Source: Pulutan Village Administration

The name Pulutan was given to this village because the soil contains a lot of clay, which the residents call Tanah Pulut (clay). The village's potential is in agriculture and industry (especially the pottery industry). From the clay (pulut) that is abundantly available around this village, residents then developed pottery products that are famous internationally. Various pottery crafts produced by craftsmen in Pulutan village include porno (the Minahasan term for stove), pots, flower vases in various patterns and sizes, as well as various crafts that can be used as home decorations. Pulutan village has a population of 1120 people. A total of 296 heads of families and the majority of the population (85%) work as pottery craftsmen.

The researcher is the main instrument in the research or as a key instrument. In addition to the researcher, other instruments are village officials, pottery craftsmen (parents and children), and the community of Pulutan Village in general. Qualitative researchers are planners, data collectors, data analysts, data interpreters, and also as research reporters. Therefore, researchers must try their best to be selective, careful and serious in collecting data according to the reality in the field so that the data collected is truly relevant and guaranteed validity. In this study, an interview process was carried out using instruments in the form of: a. interview guidelines for: Village officials, craft business owners/craftsmen, youth, and the general public. The interview results have been collected in the following numbers: 2 informants from village officials, 12 pottery craftsmen, 9 youth, and 6 community members. Next, the data analysis process was carried out through triangulation.

### ***Business Owner's Commitment To Business Succession***

Succession planning is a gradual and long-term process, a series of activities designed to prepare and ensure the continuity of a family business through generational transition. Succession in a family business is the process of establishing and planning a successor, tailored to the needs of the owner, family, and company. Succession in a family business is crucial for the continuity of a company. Succession is a lengthy planning process aimed at ensuring the continuity of a business from the first generation to the next. Succession takes

time, ensuring thorough preparation for a successor. Preparing for a successor requires sound management and a successful plan. Business owners are highly committed to passing on their business to their children.

Oma Yulin, an entrepreneur, explained the following:

*...kita sekarang so umur 65 taon, dulu kita pe mama le babeking bagini, mama bilang so dari torang pe nenek moyang ada babeking bagini. Kita pe anak ada tiga, dorang samua le babeking bagini di sini. Ini kerja kwa so jadi torang pe mata pencarian peninggalan orang tua. Sayang kalu nyanda kase trus, jadi plang plang kita kase ajar pa anak-anak, sampe kita pe cucu tareen sojababeking bagini kalu dia pulang sekolah. Dia suka yaa kalu babeking bagini, yang penting klar beking iko ja bayar katu depe ongkos kerja supaya dia senang..... Dapalia nda moilang ini usaha noh, dari kita pe so tua ini so 65 taon, nd mo ilang ini, sedangkan ini cuma di pulutan tuada, sedangkan dorang ja bilang kure mo beking akang obat cuma di pulutan, nembole panci kan panci banya, dari kota yang datang, cuma cari blangan itam, jadi ini sampe nenek moyang bilang turun temurun. kecuali kwa kalo torang so mati toh, mar kalo torang Tuhan masih kase kesehatan tetap ini turun temurun. Apa yang ja bilang tanah air, kure kure so itu torang pe hidop.*

Oma Yulin believes that the pottery business in Pulutan Village will never cease, as it is a hereditary endeavor that is carefully preserved, passed down from parents to children and even grandchildren.

Gledis Mentang, a housewife and community leader in Pulutan Village, echoed this sentiment. She explained that most business owners are members of the village government.

*...kalo orang datang kong bilang mo minta kerja dimana, yah kita katu lebe bae kerja di kampong dari pada mo pilih yang jaoh ley. Kalo orang asli sini tetap katu tau babeking, sedangkan pendatang katu nda tau serta so lama lama so tau, sampe anak muda le tau biar cuma satu dua ada yang suka bakerja bagini. Kebanyakan pengusaha ini kerajinan adalah Pala. Kalu kira-kira ini usaha motabrenti .. rasa manyesal jo yaa. Salah salah kalu sonyanda ada yang mokerja, pasrahjo. yah kalo mo bilang ada terus lebeh bagus katu terus no karena ini katu torang pe mata pencaharian cuma ini.*

As a business owner, 63-year-old Mr. Ferry Mamahit revealed that the business he runs is a legacy from his deceased parents. As the business owner, Mr. Ferry doesn't directly produce the crafts, but is only involved in management.

*Kita pe anak mantu le tau ini kwa, anak mantu laki-laki. Dorang kurang jadi pengelola so nda mungkin dorang turung langsung. Kita pe anak data maso polisi, biar bagaimana katu ini usaha masih boleh jabaharap akang. kalo kita katu tetap lumayan, kalopun ada usaha laeng tetap ini, sbab kalo nda le di pulutan samo ilang. om rasa ini usaha masih mo lebeh dari ini torang pe rencana lebeh dari ini, kalu katu untuk skarang ini kalo mo bilang berjenjang no karna masih ada juga yang seumuran rupa torang so ada yang tau dang ja olah jadi pasti dia brapa tahun depan, mungkin tua" so nd kerja ini yah kurang dorang yang kelola ini.*

### ***Commitment of pottery craftsmen to business succession***

Based on interviews with several pottery artisans at their work sites, all of them expressed pride in their work as potters. The artisans felt happy and

believed their work was profitable and guaranteed their future. Therefore, they strive to pass on their knowledge to their children and grandchildren so that the pottery industry will never disappear from Pulutan Village.

Ms. Reflin Ngeloh, Head of the Artisan Group at the Sitou Timou Tumou Tou Industrial Center in Pulutan Village, stated that it is very easy for pottery artisans in Pulutan Village to learn how to make pottery.

*Awalnya anak-anak jadi suka babeking dari lia-lia depe orang tua babeking, kong mulai bermain-main tanah pece lama lama jadi suka babeking. Anak-anak suka skali jabermain pece.*

Mrs. Yece, who is a craftsman, said that they became craftsmen because of friends.

*kalo ibu tau jabebeking dari lia lia no lia lia coba-coba sampe tau, klo orang tua tau mar lantaran lia-lia pa tamang, coba coba sampe jadi.*

The same thing was conveyed by Mrs. Yelce Timbuleng as follows:

*Kita babeking bagini dari cewek cewek. kebanyakan kwa mulai umur 13-15 taon sojamulai babeking bagini. Kita pe anak du orang, dorang ja babeli tanah mentah, nintau komang babeking ini kerajinan. Kalu motanya sampe tempo apa kita mokerja bagini, kita mo kerja terus karena kita suka kerja ini. Skarang kita so umur 66 taon, kita pe ketetrampilan suka ja kase blajar pa anak ato lebeh muda, bagaimana kang pikir jo tu anak cucu, ini kang so rupa budaya toh so turun menurun, masih babagini masih lumayan, usahakan katu lancar trus yaa supaya ini usaha boleh moada trus.*

Being a pottery craftsman is a source of pride for the people of Pulutan Village. This is as expressed by Mrs. Selvi (66 years old):

*Kita tertarik untuk membuat gerabah ini karna kebutuhan rumah tangga deng kita bangga bakerja bagini. Memang cuman ini tu kerja, nda da kerja laeng yah. Deng lagi ini usaha bisa menjamin tapi ta bilang tadi di kendala kua lengkali itu tanah so kurang sadiki. Mar kita rasa ini usaha nda moilang, selama torang semua mau bekerja ini, nyanda akan pernah ilang ini kerajinan di Pulutan.*

The same thing was conveyed by Mrs. Frida (57 years old) and Mrs. Jenita (58 years old) as follows:

*Kita senang skali babeking kerajinan. Torang bangga dengan kerajinan keramik di Pulutan karena menguntungkan dan menjamin masa depan. Kita lia orang orang tua disini jakase ajar pa dorang pe anak-anak. Pasti nyanda moilang ini karena orang orang disini pekerja keras dan senang bekerja deng kase ajar pa torang pe anak-anak. kalu mo pilih sih ya suka no tantu deng memang ja beking-beking kua jadi so musti to. Kita rasa nda mo ilang-ilang dari kan ini dari dulusampe skarang nda ilang-ilang to, ta nentau cuma ta rasa nda mo ilang itu, itu katu memang dari turun-temurun memang katu torang so beking-beking dari kecil jo kamari kita so tau ta lia-lia tape mama beking tape kaka, kalo kita si yah kurang mulai SD Cuma da blajar-blajar sandiri cuman lia-lia, tapi serta biking tau katu no jadi. Kalu mo ilang ato nyanda ini kerajinan di Pulutan, kurang*

*tergantung semua masyarakat. Kalu semua masih suka kerja bagini, nyanda akan pernah moilang ini kerajinan di Pulutan.*

Another craftswoman, Mrs. Meiti (62 years old), said that she was happy being a craftswoman because it was the only job she could do.

*Kita bangga no masa nda, menjadi pengrajin gerabah ini menguntungkan dan bisa menjamin masa depan. Soitu torang jaseblajar pa torang pe anak supaya nyanda moilang ilang ini usaha. Supaya katu ini kerajinan ada trus di Pulutan maka pemerintah deng masyarakat musti berusaha mempertahankan ini usaha.*

### ***Young people's commitment to continuing the pottery business in Pulutan Village***

Based on interviews with several young people in Pulutan Village, it seems that working as a pottery craftsman is currently unattractive to them. Although their parents continue to teach them, they are still not interested in trying. The young people are proud of this endeavor and hope it will not disappear from their village, as that would eliminate jobs for the craftsmen who have long been involved in this craft. According to Jaheh (20 years old):

*Kita nintau babeking ini kerajinan, belum ada niat untuk mobelajar beking ini kerajinan, cuma kita turut bangga dengan ini kerajinan ini lantaran soterkenal dimana-mana cuma disini yang jababeking bagini. Dapalia ini kerja rupa menguntungkan, cuma kita belum suka. Ada katu noh orang tua jakase ajar pa anak-anak babeking bagini, mar ada le yang nyanda. Kalu satu saat ini usaha ini ilang dari Desa Pulutan, kasiang ini pengrajin semua mo ilang akang pekerjaan.*

What the Jabel youth said above differs slightly from that of 22-year-old Ekel Korengkeng. Ekel also doesn't know how to make pottery, but he's interested in becoming a craftsman if given the opportunity.

*kalau da peluang boleh sto moblajar babeking, dari kita lia ini masyarakat di sini sangat bangga babeking bagini. Dorang bilang le masih menguntungkan kata. Kita pe orang tua jababeking bagini, dornag ja kase ajar mar kita masih pikir-pikir dulu. Mar kalu motanya sapa petanggung jawab mokasetrus ini usaha, ya torang samua noh.*

A different answer was given to a young woman named Jelita Mentang (20 years old), who is very interested in and proud of pottery, despite other job offers. Jelita considers the work very interesting and can be done indefinitely. She believes this craft will continue to survive if the government and community are willing to preserve it.

### ***Implementation of Conflict Management by Parents to Their Successors for Business Succession***

Leadership succession, especially in family businesses, has the potential to generate conflict. Conflict in family businesses is more unpleasant than in other businesses. Yet, the founder of a family business's highest hope is to pass on the legacy to his children so that the business can continue. Therefore, developing and minimizing conflict in a family business requires good management by the successor, the founder, or the first-generation leader.

When asked about the succession process, both in terms of business ownership and management, business owners, artisans, and even young people experience conflict when faced with change. Based on interviews with several research informants, the following can be summarized:

Mr. Ferry Mamahit (63 years old) admitted to having obstacles/problems when dealing with artisans, as stated below:

*Paling nyanda bakuenak kalu kita bakudapa dengan kita pe orang kerja kong dorang so abis akang doi. Nyanda mokase, dorang momakang apa, mar kalu mokase, nanti dorang somo banyak alasan kalu kita suruh kerja. Serba salah, apalagi kalu itu barang nyanda jaiko laku, terpaksa musti gale lobang torang. Mar mobeking bagiman le... kurang jabakumangarti akang jo. Selama ada, kita mokase, mar komang kalu nyanda ada, biar mopaksa le mokase apa.*

Openness and mutual trust are crucial elements in reducing the potential for conflict. Furthermore, to minimize conflict, a mutual agreement must be established before starting a business regarding employee obligations and rights.

Similarly, conflict can arise from the issue of transferring the business to children. Many business owners face obstacles in passing on their business to their successors due to the reluctance of the younger generation to pursue pottery.

Rian (17) explained:

*Kita kwa belum suka mokerja itu. Kita suka mo kuliah, masa cuma molulus SMA. Itu kan pekerjaan tanta tanta, pekerjaan parampuang. Nantijo kalu kita soklar kuliah, kita mocoba belajar babeking bagitu. Kalu skarang kita belum suka.*

## DISCUSSION

The family-owned pottery craft in Pulutan Village will never cease to exist, as it is a hereditary endeavor carefully preserved from parents to children and even grandchildren. Entrepreneurs, artisans, young people, and the Pulutan community in general expressed their hope that this business would continue to thrive. This is because the community considers this craft to be part of the Pulutan Village culture.

Succession refers to the transfer of management or control of a business. It consists of ownership succession and management succession. Ownership succession relates to who will own the company, when, and how it will be implemented. Management succession relates to who will run the business, what changes will occur, when they will be accountable for the results, and how those results will be realized. To be successful, succession should not be undertaken haphazardly upon the inability of the previous owner to take office, but rather, it must be planned. The failure of family businesses is largely due to unprepared succession processes. Good management will reduce the potential for existing or potential conflicts. Furthermore, the primary goal is to increase business profits, which is achieved through the performance of well-performing, happy people. This leads to productive work, and if work is productive, business profits will increase.

Doing business with family can be challenging if problems and conflicts arise. Conflict is a natural occurrence in any company, and its impact can raise awareness of the business's situation. Many family businesses face challenges

related to personal issues, lack of trust, and even complicated relationships between family members, even though the business was built for the family. When these issues are allowed to fester in a family business, they can create a generational gap that can ultimately lead to business failure.

## CONCLUSION AND RECOMMENDATION

Based on the research results above, the following conclusions can be drawn:

1. Business owners are highly committed to maintaining the existence of the businesses established by their predecessors. Succession planning is a gradual and long-term process, a series of activities designed to prepare and ensure the continuity of family businesses through generational transfer.
2. All artisans feel proud of their work as pottery artisans. The artisans are happy and feel that their work is profitable and secures their future. Therefore, they strive to transfer their knowledge to their children and grandchildren so that the pottery craft business will never disappear from Pulutan Village.
3. Working as a pottery artisan is currently unattractive to young people. Although their parents continue to teach them, they are not yet interested in trying. The young people are proud of this business and hope it will not disappear from their village, as this would eliminate jobs for artisans who have long been involved in this craft.
4. Leadership succession, especially in family businesses, has the potential to create conflict. Conflict in family-based businesses is more unpleasant than in other businesses. Yet, the founder of a family business's highest hope is to pass it on to their children so the business can continue to operate. Therefore, developing and minimizing conflict within a family business requires good management by the successor, founder, or first-generation leader.

## ADVANCED RESEARCH

This study highlights that the sustainability of family-based pottery businesses in Pulutan Village is strongly driven by intergenerational commitment, cultural pride, and structured succession planning. While artisans demonstrate high dedication to preserving their craft and transferring knowledge, limited youth engagement poses a significant risk to long-term continuity. Moreover, leadership succession in family enterprises remains a critical source of potential conflict, requiring effective governance and conflict management strategies to ensure organizational resilience and sustainable generational transition.

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