

NARRATIVE INQUIRY: THE SUCCESS STORY OF AN AUTODIDACT ENTREPRENEUR

Akhmad Saefudin¹, Abdul Basit

The State Islamic University of Profesor KH Saifuddin Zuhri Purwokerto
Jl. Jend A Yani 40A Purwokerto, Central Java, Indonesia

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ABSTRACT

Background: Entrepreneurial activities have a significant role in encouraging poverty alleviation, increasing prosperity, and creating job opportunities. Thus, it is urgent to publish the stories of successful entrepreneurs to spur the growth of new/young/budding ones.

Purpose: This research aims to reveal the successful business journey of Buntoro (68 years), a self-taught entrepreneur who started his business from scratch.

Design/methodology/approach: This research describes the success of an entrepreneur who dropped out of fifth grade elementary school using a narrative approach.

Findings/Result: Buntoro's success story has similarities and differences with Antony Boaging –a businessman from the Philippines who is famous for Boaging's Bread. But, in some ways Buntoro could be said to be superior and more inspiring.

Conclusion: An entrepreneur must have an entrepreneurial mind-set: highly motivated to succeed, resilient (tough), innovative and adaptive to changing situations.

Originality/value (State of the art): Buntoro is a sort of entrepreneur who thinks globally and acts locally. He success is rooted in his hometown, then spread out of the region.

Keywords: entrepreneurship, self-taught, hard work, business journey, autodidact entrepreneur

¹Corresponding author:

Email: 234130100001@mhs.uinsaizu.ac.id; udien.humas@gmail.com

INTRODUCTION

In many developing countries, entrepreneurial activities significantly encourage poverty alleviation, increase prosperity, and create jobs. Therefore, Indonesia needs to create more entrepreneurs in the hope that job opportunities will expand and the number of unemployed can be reduced (Marliyah, 2023). In this regard, the success stories of entrepreneurs in the regions need to be studied and reported widely to spur the growth of new entrepreneurs. The life stories of entrepreneurs are very interesting because they open the curtain on the innovation process. In fact, it often happens that people who come into contact with entrepreneurs as children leave a deep impression. Even random meetings and events can change the course of a person's life (Filion, 2023). Research is not just writing a report, but it also involves elements of storytelling. If research is presented only as a report without any storytelling, it will substantially reduce our understanding of the phenomenon we are studying (Brattström and Wennberg, 2022). Thus, it is urgent to present a study of success stories from business actors so that these stories can serve as inspiration and motivation for the young entrepreneurs.

Everyone certainly wants to be successful and happy in their life (Suardana, 2017). And, to achieve business success requires persistence and hard work (Yimamu, 2018). Business is a serious activity, carried out by individuals or groups with an orientation towards seeking financial gain (Purwanto, 2020). The term entrepreneur is used as a general description for people who start their own business (self-employed) (Sanders and Kingma, 2012), they design and create something that did not exist before (Filion, 2023). Entrepreneurs believe that business is very risky and it requires hard work (Wadhwa, Aggarwal, and Salkever, 2009). They are optimistic about themselves and about what they do, but also run the risk of being embarrassed because they work by trial and error. Therefore, entrepreneurs need to continue learning to overcome uncertainty and manage the risks inherent in all types of innovation (Filion, 2023).

Unlike people in general, successful entrepreneurs have a strong motivation to work efficiently and productively. In fact, they almost don't need others to force them to do things. That is why everyone cannot become a successful entrepreneur (Yimamu, 2018). Ideas about business opportunities and success can be obtained from

ideals or even pressure. If someone has a strong desire to become an entrepreneur, he will see opportunities in almost all fields. Apart from that, someone who faces pressure will have many ideas emerge within him. When he is under pressure to survive and support his family, he will think hard to find a solution (Wijoyo et al. 2021). A number of studies state that motivation has a strong influence on business success (Eliyana et al. 2020); motivation is the basic urge that moves someone to do or achieve something (Jauhary, 2009). Motivation is the most important thing for someone who wants to start a business (Fatah, 2021). It is also said, the most important thing that influences a business success is the need for achievement (Chavez, 2016).

However, success is still interpreted in various ways. Some people consider success if they are able to have a lot of money (Suardana, 2017). According to Bob Sadino, the meaning of success is when we can spread benefits to others (Widya et al. 2021). Then, how do an entrepreneurs achieve his success? The first step for a successful entrepreneur is to accurately predict the future. To be a successful entrepreneur, people must have a strong sense of self-confidence. A strong personality makes a person different from others (Omar, 2019). Many people are interested in becoming entrepreneurs and developing their own business, but not everyone has the ability to become a successful entrepreneur. Every business, big or small, benefits from the right mindset (Scott, 2017).

Many factors influence business success, one of which is the entrepreneurial mindset. The study of Manafe (2023) shows that there is a positive relationship between an entrepreneurial mindset and business success. The entrepreneurial mindset consists of five main things, namely orientation to opportunities, innovation, proactive attitude, self-confidence and tolerance for risk. Entrepreneurs who have entrepreneurial mindset are more likely to achieve success in their businesses (Manafe et al. 2023). Looking at age, the results of Yiyang Bai's (2022) study show that entrepreneurs aged 50-60 years are generally more successful than others. And, of course, the relationship between age and business success may differ for entrepreneurs with different cultural backgrounds (Bai et al. 2022).

The research conducted by Codod (2015), entitled "A Profile of a Successful Entrepreneur", should be appreciated. This study tells the success story of Anthony Boaging, the owner of Boaging's Bread

which is headquartered in Bauko City, Mountain Province, Philippines. It is said that Boaging completed elementary education (1963) and took a seminary course at St Francis Xavier (graduated in 1967). He was forced not to continue his education because he had to earn a living. As the second child of ten children, Boaging had to help lighten the burden of life on his parents and siblings. Long story short, in 1968 he was accepted to work in the mining sector. When the company where he worked reduced the number of employees, he was one of those who had to retire early. In 1977 he and his wife decided to start a bread making business. In his research, Codod drew three conclusions. First, the success of an entrepreneur is not necessarily determined by the level of education, but rather the uniqueness of managing the business. Second, to be a successful entrepreneur one needs to have an entrepreneurial character. The good insights such as honesty, humility and hard work, need to be improved; they are the way to a "success". Third, the strategies to consider are product innovation, maintaining fast service, product quality, managing change, and accepting risk (Codod, 2015).

Anthony Boaging's success story is abroad (Philippines). To encourage the growth of local entrepreneurs in Indonesia, it is time to publish success stories of local entrepreneurs in Indonesia with their various ups and downs. Their success stories can be a strong reflection and encouragement for young entrepreneurs or beginner-level entrepreneurs in running their businesses. Similar stories can also be a trigger for fresh graduates, students who are still in college, or the younger generation in general to have the choice and stability to enter the world of entrepreneurship. However, local entrepreneurs are people who have made significant contributions in encouraging poverty alleviation, increasing prosperity and creating jobs in this country, especially in their respective regions.

This research aims to reveal the success story of Buntoro, a successful leading entrepreneur from Purwokerto City (Central Java). I formulated this research problem as follows: What motivates Buntoro in running his business? Where did he get his knowledge about business? What is the recipe for achieving and maintaining success? What did he do after becoming successful in business?

METHODS

The research is conducted in Purwokerto, Central Java, in September-November 2023. This research is qualitative research, namely to explore and understand the meaning ascribed to a social or humanitarian problem by individuals or groups (Creswell and David, 2018). The approach used is a narrative approach (narrative inquiry), a qualitative research that uses stories as raw data (Butina, 2015). This research data is in the form of a collection of narratives or stories from participants collected through interviews. The investigation includes collecting documentation of individuals' life stories (Murray, 2009).

Now narrative studies have been applied in various academic fields to find out more about the narrator's identity, way of life, cultural background, or historical experiences (Simanjuntak, 2023). The narrative inquiry method is very challenging, but useful and can be applied in various contexts and disciplines (Savin-Baden and Van Niekerk, 2007). The increasing frequency of narrative research has led to increasingly diverse ways of conducting narrative research (Parks, 2023). One basic thing that needs to be noted, narrative inquiry always begins and ends with respect for everyday life experiences (Clandinin, 2023). In research practice, researchers ask one or several individuals to tell stories about their lives. The information is then retold or restored by the researcher into a narrative chronology (Creswell and David Creswell, 2018). Various kinds of narrative material sometimes already exist, for example when someone is studying a video game, a novel, a film, or a speech he or she has just read. Sometimes, narrative material appears as part of the research; in this case, researchers may ask their research participants to create stories. It can be a spoken life story, or a photographic self-portrait, or a journal of daily events (Squire et al. 2014). Narrative inquiry is one of the latest qualitative methodologies that focuses on life stories as the core of human-oriented science (Ntinda, 2018). It is not a stagnant methodology. In fact, the presence of technology and social media can motivate narrative inquiry into sites that mass-produce narratives about the self, society, and social justice (Wolgemuth and Agosto, 2019).

In the business world, there is a combination of the importance of humanities and narrative-based research. For example, according to Rao (1994), the ability to use stories is a requirement for becoming a successful

entrepreneur. Additionally, Fled (2012) writes about the inspirational role of stories of successful local entrepreneurs whose narratives detail how their start-ups achieved international success: these stories spur new entrepreneurs to launch and persist in their ventures (Manning et al. 2019). Therefore, I researcher am increasingly motivated to carry out this research. There are several data collection methods that can be used in narrative research. Most narrative studies, and so does this research, use interviews as the primary research tool. Narrative analysis to interpret narratives collected in research can be divided into two types, namely formal structural analysis and functional analysis. Formal structural analysis includes exploring how a story is structured, how it develops, and where the story begins and ends. Meanwhile, functional analysis focuses on what the narrative “does” or what is conveyed in the story, such as a moral story or success story (Ntinda, 2018). In this research, it is relevant to use functional analysis.

In essence, narrative analysis is a paradigm by collecting descriptions of events and then arranging them into stories using a storyline (Creswell, 2013). Data Analysis and Research Representation can be summarized into the following six steps. First, data organization (creating and organizing files for data); second, reading and memoing (reading the entire text, making marginal notes); third, describing the data into codes and themes (describing a story or collection of objective experiences and arranging them chronologically); fourth, classifying data into codes and themes (identifying stories, identifying contextual material) – that is, coding stories or data into subthemes according to the four research problems. Fifth, data interpretation (interpreting the broader meaning of the story); sixth, representing and visualizing data (presenting narration).

Qualitative research does not require a hypothesis because it is not a type of hypothetical testing. Qualitative research is more descriptive-analytic in nature, where the interpretation of the content is prepared comprehensively and systematically (Mundir, 2013). And the research I conducted is non-hypothetical research.

As a successful entrepreneur, Buntoro has made a significant contribution in encouraging poverty alleviation, improving welfare and creating jobs in this country. On the other hand, research on his success and the publication of his success story encourage the growth of new entrepreneurs and also spur the progress of budding entrepreneurs. In turn, these young entrepreneurs will contribute to the creation of new job opportunities (Figure 1).

RESULTS

Entrepreneurial intentions need to be driven by a mindset that determines a person’s success in business by taking advantage of the increasing number of opportunities in this modern era (Timotius, 2022). As an entrepreneur, Buntoro really started his business from scratch. Apart from the similarities with Anthony Boaging a successful Filipino entrepreneur, there are at least three differences between both of them. First, from an educational perspective, Buntoro is an elementary school drop-out. Second, when starting and developing a business in the early stages, he did not get an enough loan from the bank. Third, Buntoro is doing business auto-didactically by making direct observations and trials in the field (Maulana, 2022). At first, he ran his business out of compulsion to survive. Gradually he enjoyed it, then carried out the business seriously with great persistence.

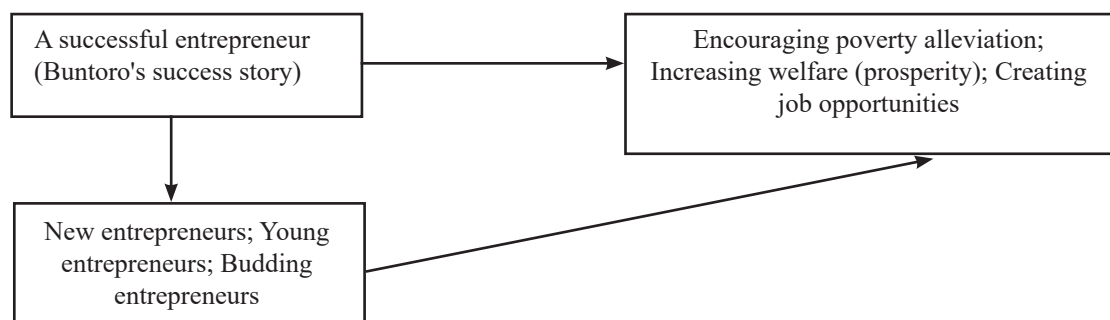


Figure 1. Logical framework

In line with the four research problems, the research results provide answers in narrative format in four subtitles. First, *I have to succeed*, namely Buntoro's strong motivation and determination in running a business so that it can survive and get out of a situation of complete deprivation. Second, *Becoming a self-taught businessman*, that is becoming an autodidact businessman by observing and paying close attention to the surrounding business environment. Third, *Entrepreneurs must be resilient*, this is the main recipe for achieving and maintaining success; he obtained this spirit indirectly from his mother, especially after her husband died without sufficient inheritance. Fourth, *Creating a family business*, is what he did after being successful in business; this was done in order to maintain the continuity of his business as well as unite and make his extended family happy.

I have to succeed!

My name is Buntoro. I am the second child of seven children, coming from a very simple family. We used to live in a rented house in Purwokerto City. My father worked as an employee at a grocery store. When I was a child, my life was filled with worries and limitations. It was a big blow for me when my father passed away. He died at a very young age, 49 years; at a time when their children really need guidance and love. He died when I was eight years old. My youngest sister was only three months old in my mother's womb. My father's sudden passing was a tough test for us. Why not? My father left no inheritance or possessions, except for a bicycle and an old sewing machine.

Since my father died, my mother practically replaced my father as head of the household. As a housewife, my mother has no skills except cooking. To simply survive, every morning my mother made "apem cakes" and meatballs. Since then, Then I joined my mother in selling food from house to house. The intended consumers are the mother's friends and acquaintances. Seeing this condition, I felt concerned; until a dream emerged in my little heart: to be successful in the future. As a child, I didn't know much about what to do. Every morning I see mother wake up early, then busy in the kitchen. She cooks cakes and makes meatballs by herself. At first I just accompanied her, then helped mother with whatever I could do. Because I often accompanied my mother to cook, I caught her hobby of cooking. Later in life, this hobby inspired me to develop a culinary business. Seeing my mother's hard work

every day, I decided to stop going to school. At that time, I was only in the fifth grade of elementary school. I couldn't bear to see my mother working alone. The only way to completely help my mother earn a living is to stop going to school. Since then, I have focused on 'accompanying' my mother in the kitchen, then selling her homemade apem cakes and meatballs. Riding an old bicycle, I offered my mother's homemade food from house to house. The buyers are mostly mother's friends that I know. From the sales proceeds, little by little we saved and finally accumulated enough capital. My mother and I decided to open a food stall business. It turns out that opening a new business is not easy. Our stall business is not selling well. The business only lasted two months, and finally went bankrupt.

It didn't take long for us to recover from the failure of the food stall business. My mother doesn't want to be lost in sadness. I saw her being so steadfast. There were no gloomy or sad faces, let alone despair. Mother returned to her original business, making apem cakes and meatballs. I went back to being a hawker, selling my mother's goods from house to house. And, the consumers are still the mother's friends and acquaintances. From the sales of apem cakes and meatballs, little by little we collected money. From the amount of money collected, in 1971 we were able to rent a small kiosk. Yes, the kiosk measures 4x6 square meters. From then on I started a new business. Selling basic necessities at a rented kiosk. I still remember very well, when I started my business I was only 15 years old. I do all the kiosk work by myself. Starting from wholesale, arranging merchandise, serving and receiving payments from buyers. Again, I did all this alone without anyone teaching me (read: self-taught). I never asked my younger siblings to help me guard the stall. I thought, let them go to school. Actually, I have an elder brother. But he joined his uncle to migrate to work in Lampung. So, at home at that time, I was the oldest child in the family.

As the oldest child, I feel responsible for the lives of my mother and younger siblings. So, the determination to make my mother and all my siblings happy grew stronger in my heart. Once again, I am very focused and serious in managing my business. I manage the stall by myself. Meanwhile, mother focuses on making "apem cakes" and meatballs at home. Oh yes, when my father died, my mother was only 39 years old. So, the mother's status at that time was a young widow. As a widow, my mother was often the object of ridicule.

Seeing that, my heart was very disturbed. From there also emerged my strong motivation to succeed. I am determined to become a successful person so that no one will insult my family anymore. Towards people who tease, ridicule or make fun of, my mother holds no grudges. I thought those people were just a fad. Although I honestly admit, as a child, my heart was very uncomfortable and disturbed at that time. But, if you think about it those people also contributed to me. Because of their ridicule, I was more motivated to work hard to achieve success.

Becoming a self-taught businessman

The success story of Kusum Marathe (1924-2015) should be used as an example. Starting from a demonstrator in 1947, she retired as an Indian woman scientist and became a professor at a leading research institute. She admitted that she was able to achieve all this thanks to her perseverance and hard work (Marathe, 2016). It's the same as business people, they started from small businesses until they became successful and developed. How is it developing? Because they don't spend the profits they earn. Business profits are used for the welfare of the business owner and to make new investments to develop the business in the future (Harjadi and Fatmasari, 2015). And, entrepreneurial character is innovative so that an entrepreneur is able to see various opportunities that are not visible to others (Evans et al. 2006).

I, Buntoro, started a business from a grocery store. I have the determination and dream to have a big business. I am not satisfied with the business I am currently undertaking. I want to continue to innovate and learn new things. In 1980, shops in Purwokerto still used the old concept. Merchandise items are displayed in a display case or showcase. That's why I thought about opening a supermarket. I immediately decided to build the first supermarket in Purwokerto. For this purpose, I conducted a comparative study. I visited and at the same time observed the Mickey Mouse Supermarket in Semarang City. At that time, Mickey Mouse was the only supermarket in Semarang City, Central Java. The building area is 400 square meters, consisting of two floors. I observed that this supermarket was quite large and busy at that time. From the results of the field survey, I am increasingly determined to set up a supermarket. In short, my dream has come true. On May 12 1982 I opened the first supermarket in Purwokerto City with the name: RITA Department

Store & Supermarket. Changing the trading model from a small kiosk with simple management to a self-service store is not easy. There are things that are quite complex and very different from previous efforts. When starting RITA Department Store & Supermarket, my capital was very limited. I also didn't get credit from the bank at that time. So, I called a carpenter to make the necessary furniture. I designed everything myself. The furniture was made from plywood, then I added electrical installations for lighting. After the infrastructure was available, I thought hard about how to fill the display items on the shelves that had been made. Until an idea emerged in my mind to convince the supplier. I offer business cooperation to suppliers who trust me. The cooperation offer was that I took the goods from them, but was paid within a certain period of time according to the mutual agreement.

At the beginning of RITA Supermarket, I recruited 30 employees. I myself am involved directly and handle the administrative affairs of the store. Administration management is still very simple. The self-serve shopping model was not yet popular in Purwokerto at that time. My focus at that time was how to ensure that things don't get lost. However, if the loss of goods is not controlled, it will result in business losses. Apart from tightening supervision, I implemented a bag storage system for visitors. At first there was an impression that visitors were suspicious of this system. In fact, there were several visitors who canceled themselves from shopping. The difficulty of changing the shopping culture in the city of Purwokerto at that time made me hesitate. But I still decide that this system will continue to work. Indeed, this takes time. And, it turns out that over time people are getting used to it so they can accept the shopping system in modern markets. My labor was not in vain. I also continue to try to fulfill various community needs. I felt the public's response was quite good.

When I first started the business of selling basic necessities (1971), I did it auto-didactically. Secretly, I was interested and observed the owner of the Hari Baru Cita shop in Purwokerto. I really observed how he served customers. From my observations, the shop owner is very friendly, patient and enthusiastic in serving customers. Before founding Rita Supermarket, I did a survey. I made direct observations at the Mickey Mouse Supermarket in Semarang City. Whatever I got from my observations, I then applied it to the RITA Department Store & Supermarket which I pioneered

and developed later on. Apart from that, I also observe consumer behavior and desires.

Entrepreneurs must be resilient

Entrepreneurs are not just people who have business skills, but also have high personal leadership, reflected in high fighting power, patience in facing various challenges and tolerance for uncertainty (Tyas, 2019). Entrepreneurship is an attitude towards life, the ability to create a business and then lead it. Entrepreneurs view the realities of life differently from non-entrepreneurs (Brannback and Carsrud, 2016). Most entrepreneurs are aware that life is full of dynamics, it can change at any time. These changes must be responded to with appropriate and quick decisions (Mutiah, 2020). Successful entrepreneurs generally also have a high spirit, work ethic or enthusiasm for their work (Wibowo, 2021).

People see me, Buntoro today, as a successful entrepreneur. They do not see my hard work all this time. From and eight in the morning to six in the evening. I do it with passion and dedication. In 1971, when I was only 15 years old, I started managing a business. I manage a grocery kiosk measuring 4X6 square meters by myself. Association and communication with the surrounding environment also supports the success of my business. Sure enough, four years later I was able to develop my business. I rented another stall next to the former stall. In serving customers who came, I started to get overwhelmed. So, I decided to recruit four employees at once. From the income I get from the kiosk business, I save little by little. Until 1978 I had enough money to buy a plot of land measuring 500 square meters. The distance is not too far from my old kiosk. Only about a hundred meters. Two years later (1980), I started the building process on the land I bought.

In 1980, there was an eviction at the kiosk I rented. Like it or not, I have to move to a new location which is under construction. Moving to the new place turns out to have a big impact on sales turnover. My sales turnover dropped very drastically. This has an impact on cash circulation, plus costs for new shop construction. I faced very difficult conditions. I thought about renting out the shop I was building. In fact, I even thought about selling it. In the midst of these conditions, I was reminded of my determination, that: I must be successful! I dream of having a big shop. If possible,

the biggest in this city. So, I thought hard. I am grateful, I have the trust of suppliers. I took the goods from them, paid 1-2 months later. I will not waste this trust. I have to work hard because I have gained trust. If not, how could I possibly pay my debt to them. I feel I have a responsibility and am not just looking for business profits. Even though I don't have capital on hand, with the trust of the suppliers, I can get merchandise. Once again, I don't want to waste that trust.

My childhood and teenage years were spent working. On my shoulders there is a big burden and responsibility. I have to support my mother and younger siblings. More than that, I have to maintain the trust of suppliers who have given me debts in the form of merchandise. Everything I do is a sacrifice. Like an athlete, he has to train hard and be quarantined for a year. In fact, he only competed for a few minutes. An athlete's sacrifice will be felt when he succeeds in achieving victory. As an entrepreneur, Entrepreneurs have the capacity to work long hours, ensure my business ideas develop well, and do not take time off from work (Evans et al. 2006). I have a strong desire to succeed even though I often experienced failure in the early days of starting a business before my goals and desires were achieved.

My teenage years were much different from my friends the same age. When they hang out and have fun, at the same time I was concerned. And, I live with this concern not in a year or two years. Until I was 24 years old I always wore shorts. When my friends enjoy the pleasures of motorbikes, I still pedal the old bicycle left by my father. Apart from working hard, I inherited my honest nature from my mother. With that honesty, I am sure I can pass various life tests. However, my business journey did not go smoothly. All efforts are inseparable from tests and challenges. I also faced this. There was a bitter experience that has remained in my heart until now. The incident happened when my mother was guarding the shop. At that time, a salesman came to our shop with two policemen. The sales person embezzled a suitcase of watches entrusted to me. The salesman pointed to a watch in our shop showcase. Mother picked up the watch and held it out to the salesperson. He took the watch away and said it was evidence. In fact, the goods really belonged to us and were purchased from the supplier. I have subscribed to that supplier for about two years. When I was asked for proof of payment, I couldn't show it. At that time, I never filed a settlement note. So, I thought I would let the watch be taken.

To my surprise, my mother was arrested and taken for investigation. I am very confused about it all. Mother was taken by two policemen to Surabaya. Finally, I decided to go to Surabaya to accompany my mother. When I got there, I wasn't allowed to accompany my mother. I saw my mother being taken into a yard with iron bars. I could only look at my mother from behind the iron bars next to the canteen. Yes, my mother was detained. To be able to see him up close, I decided to stay at a small guesthouse not far from where my mother was being held. I stole the opportunity to communicate with my mother from behind bars. One time, an officer caught me and shouted at me. I was punished to walk squatting with my hands above my head. I had to squat five meters, back and forth six times. My heart is very sad facing all of that. I am very sure mother is a very honest person. As he taught me hard work and honesty. I just thought, why would the salesperson accuse my mother of embezzling merchandise. Mother was detained for twenty-one days. Meanwhile, I lived in a small inn nearby so I could always monitor my mother's progress. Finally, the mother was released because there was not enough evidence that the mother had received a suitcase containing a watch. This is an unforgettable, valuable experience in my journey and struggle to build a business.

No business is smooth without process and hard work. Tests, challenges, obstacles, sadness, fatigue, grief and joy will come and go. I had to go through all that before achieving success. In my opinion, entrepreneurs must be resilient and not give up easily. Again, an event that really hit me and my family's feelings occurred in 2000. Why not? Rita Pasaraya Kebondalem, which I worked so hard to build, burned down due to an electrical short circuit. I am grateful because the incident occurred in the morning, so there were no casualties. If I didn't have a steely mentality, I certainly wouldn't be able to achieve success today. After being completely destroyed by fire, I got up again at Rita Pasaraya Kebondalem. I made the building more magnificent and beautiful so that it could compete with existing competitors.

Founding a family business

I started RITA Department Store & Supermarket in 1982 in Kebondalem Purwokerto. Thus, this shopping center is more popular as Toko Rita Kebondalem. Three years later (1985), I established a branch on Jalan Jenderal Soedrirman Purwokerto. As the number of RITA outlets increased, I then founded PT Rita Ritelindo as a

holding company (1997). Since then I started recruiting my brothers to be involved in the business activities that I manage. For me, PT Rita Ritelindo is not only for business purposes but also to unify the family. My brothers and sisters, I gave them all shares. However, I made an agreement that the shares could not be sold to other parties. PT Rita Ritelindo is an umbrella for my big family.

I give all members of my extended family the opportunity to have a career. The conditions are, of course, that he must be professional, pass the test, and follow company rules. One of the visions of building a business is to unite our entire extended family, of seven siblings. I always remember my father's message that, quite a generation of fathers and mothers are living in poverty. My brothers and I, as well as our descendants, must no longer be poor. As a substitute for my father, I also paid for my younger siblings to go to school. After that, I invited them to develop the business together. I gave shares to my brothers so that their lives would be peaceful. I assured them that the PT Rita Ritelindo dynasty should not fall to anyone else. I emphasized to them that the shares held by the Rita Group cannot be sold to other parties. I also provide as wide an opportunity as possible for family members to occupy important positions in the Rita Group. However, all of this must be achieved based on competence and seriousness. Children or nieces, even though they have a bachelor's degree, still have to go through a test to become Rita's employees. I direct the family business management system to a professional management system. I share tasks in the company with my brothers and sisters according to their respective fields and abilities. However, business requires strong, firm leadership, dedicated and disciplined in enforcing a reward and punishment system. A leader must also be creative and wise, able to create a cool and dynamic work climate. I will continue to maintain this condition so that I can be an example and role model for the next generation. They must be able to maintain the business success that has been built with great difficulty. They must also have a never-give-up mentality to achieve success. And, I will accompany and guide them as best I can.

I am a person who is never satisfied with the success of a particular business. I am always challenged to try and try new businesses. You can easily trace it from the following journey of my life.

1955 – I was born as the second of seven children

- 1963 – My father died at the age of 49
- 1971 – Started his own business by opening a basic food kiosk (size 4x6 m²)
- 1975 – Added rent for one kiosk unit (size 4x6 m²)
- 1978 – Purchased 500 square meters of land
- 1980 – Built his own shop; two old kiosks were demolished
- 1982 – Pioneered a two-story Rita Pasaraya Kebondalem Purwokerto
- 1985 – Opened Rita Pasaraya Jl Soedirman Purwokerto
- 1990 – Opened Rita Pasaraya Cilacap
- 1991 – Opened Rita Pasaraya Kebumen
- 1995 – Opened Rita Pasaraya Wonosobo
- 2003 – Opened Rita Super Mall Tegal
- 2007 – Opened Kato Wholesale & Retail Kroya Cilacap
- 2009 – Opened Rita Pasaraya ISOLA Purwokerto
- 2015 – Opened Rita Pasaraya Sokaraja
- 2016 – Opened Rita Super Mall Purwokerto

Apart from that, I am also involved in property business (PT BUN; 1997), entertainment (PT BUNI; 2013), Rita Park (2013), PT Tjong Tujuh Bersaudara (2017), and PT Jaya Makmur United (2017). Other business lines I have developed are Bunto's Chicken (2006), Rita Bakery (2006), Warkom Ritelinto (2011), and Jamika Ritelindo (2014).

Most of all, in 1997 I founded a family company: PT Rita Ritelindo. For this reason, I distributed all the shares in this company to my extended family. And, all family members are given the opportunity to reach the peak of their careers in the business field, professionally and in accordance with company regulations.

Managerial Implications

Entrepreneurial intentions and mindsets are developed individually or formed through the support of other people, for example family members by inspiring someone to become an entrepreneur (Timotius, 2022). Buntoro's success story in this regard really needs to be shared with the public, especially as inspiration and motivation for budding entrepreneurs who are interested in pursuing business in any field. So it is very relevant if the success stories of local entrepreneurs are used as material in various entrepreneurship training courses or as additional courses related to business management and entrepreneurship in various universities in the country.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

A successful businessman does not have to have a high educational background or have large capital. Buntoro is both proof and example. He had a high motivation to succeed and grew into a self-taught entrepreneur who started his business from scratch. The ups and downs of business never made him give up. The food stall that Little Buntoro managed with his mother, for example, only lasted two months. Once my mother was accused of embezzling merchandise and detained for 21 days. The two-story Rita Pasaraya Kebondalem building was destroyed by fire, and so on. These were some of the tough tests he faced. However, Buntoro is indeed a businessman with a steely mentality. These various trials did not make him despair or give up. His business continues to expand outside the region, and expand into new business lines. To 'secure' his business network in the future, he established a holding company. Lastly, Buntoro has made a big contribution in encouraging poverty alleviation, improving welfare and creating jobs in the country. And, the publication of his success story will encourage the growth of new entrepreneurs which in turn will also contribute to the creation of new job opportunities.

Recommendations

Success stories in any field have an urgency to be presented to society, as inspiration and motivation for the young generation who will or are pursuing their respective fields. And, narrative studies are the right approach to highlight these success stories. In developed countries, many entrepreneurial success stories are usually presented in various studies. Whether we admit it or not, narrative studies in this country are still not popular. Therefore, academics from various universities or research institutions need to pay close attention to the success of local entrepreneurs who have so far escaped attention.

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