



Building Entrepreneurial Competence of Wall Decor Craftsmen of Tegalalang Village, Gianyar, Bali

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Abstract. *The Wall Decor craft industry in Tegalalang Village, Bali, is a vital economic sector contributing to local and international markets. However, its sustainability is threatened. This community service program aimed to enhance the business capabilities of Wall Decor craftsmen through targeted training in entrepreneurial competence, and market expansion strategies. A participatory action research approach was employed, engaging twelve Wall Decor craftsmen in a structured intervention program. The initiative included pre-test and post-test assessments of entrepreneurial competence, interactive capacity-building workshops, and mentorship programs. Training sessions covered essential entrepreneurial dimensions such as goal setting, risk-taking, innovation, and resilience. A digital marketing component was also introduced to help craftsmen expand their market reach. The results demonstrated substantial improvements across all twelve dimensions of entrepreneurial competence. Notable gains were observed in resilience, need for achievement, and self-efficacy, indicating a positive shift in business confidence and strategic planning. Participants showed increased willingness to innovate and take calculated risks, essential for sustaining competitive business operations. Despite these improvements, trustworthiness and patience exhibited the least progress, highlighting the need for continued emphasis on ethical business practices and long-term financial planning. The findings underscore the transformative impact of structured entrepreneurial training in traditional craft industries. By integrating digital marketing strategies and fostering business resilience, this program contributed to enhancing market competitiveness. Future interventions should focus on sustaining these advancements through long-term mentorship, cooperative formation, and broader financial inclusion initiatives.*

Keywords: *Entrepreneurial competence; international market; wall décor craftsmen;*



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INTRODUCTION

Tegalalang Village, located in the Gianyar Regency of Bali, is renowned for its rich cultural heritage and its significant role in the island's craft industry. Situated approximately 35 km from Denpasar, Bali's capital, Tegalalang is not only a major tourist destination but also a hub for traditional handicrafts, particularly the production of Wall Decor frames. The community of Tegalalang comprises a diverse socio-economic structure, with its inhabitants engaged in agriculture, trade, government and private employment, as well as entrepreneurial activities in the creative industry. The Wall Decor craft industry in Tegalalang has become a vital economic driver, generating employment opportunities and contributing to the local economy. The products, known for their intricate designs and cultural motifs, cater to both domestic and international markets, with significant exports to Australia, the United States, Singapore, Taiwan, Korea, Japan, and several European countries, including the United Kingdom, France, Italy, Belgium, and Germany. Despite this promising potential, the sustainability of the Wall Decor craft industry is under threat. Younger generations are increasingly reluctant to pursue careers as craftsmen, leading to concerns over the continuity of this traditional art form. Additionally, the industry's expansion is hampered by several operational and managerial constraints, necessitating targeted interventions to support its long-term viability.

Despite its economic significance, the wall decor craft industry in Tegalalang faces multiple challenges, which can be categorized into three main areas: production limitations, business management inefficiencies, and market constraints. In terms of production, many craftsmen operate with limited resources and outdated tools, restricting their capacity to meet increasing demands (Permatasari et al., 2022). The reliance on manual production techniques, coupled with inadequate workshop spaces, results in inefficiencies and limits scalability. Moreover, inadequate working environments pose hygiene and safety concerns that further hinder productivity (Rodrigues et al., 2023). From a business management perspective, most wall decor craftsmen operate informally without structured financial planning or modern accounting practices. The absence of financial literacy and strategic business management limits their ability to secure funding or expand their operations effectively (Prados-Peña et al., 2022). Many craftsmen rely solely on personal capital, with little or no access to institutional financing, creating cash flow constraints that impede business growth (Chanda, 2024). Additionally, there is a lack of entrepreneurial competence among craftsmen, which results in missed opportunities for innovation and market expansion (Sairin et al., 2024). Marketing constraints further exacerbate these challenges. Many craftsmen continue to rely on traditional, passive sales methods, with limited exposure to digital marketing and e-commerce platforms (Novianti et al., 2023). In the face of increasing competition and shifting consumer preferences, the lack of digital adaptation has placed many businesses at a disadvantage. Without proactive marketing strategies, such as branding, online promotions, and customer engagement, craftsmen struggle to expand their reach beyond their existing customer base (Wu, 2022). Addressing these challenges requires an integrated approach that enhances both the technical and managerial capacities of wall decor craftsmen while facilitating access to broader market networks (Djabarouti, 2022).



Figure 1. Discussion on the challenges of Wall Decor Craftsmen of Tegalalang Village, Gianyar, Bali

Despite the aforementioned challenges, the wall decor craft industry holds immense potential for growth. The increasing global demand for artisanal and eco-friendly home décor products presents a lucrative opportunity for expansion (Zbучea, 2022). If properly managed, this sector can contribute significantly to job creation and economic development in the region. The unique cultural identity embedded in Tegalalang's wall decor designs provides a competitive edge in international markets, particularly in the tourism-driven handicraft industry (Pryanka, 2023). However, to fully capitalize on this potential, craftsmen must develop and strengthen their entrepreneurial competencies. Entrepreneurial competence encompasses essential skills such as innovation, financial management, risk-taking, and strategic planning (Stanikzai et al., 2024). Studies have shown that small and medium-sized enterprises (SMEs) that integrate entrepreneurial competence into their business models experience higher sustainability and growth rates (Cervantes, 2023). Furthermore, leveraging digital transformation in marketing and sales strategies will be crucial in ensuring the craftsmen's competitiveness in both domestic and international markets (Kramer et al., 2020). One of the main challenges in fostering entrepreneurial competence among craftsmen is the prevailing mindset that prioritizes traditional production over business development. Many craftsmen lack formal education and training in business management, leading to resistance to adopting modern marketing strategies and financial planning techniques. Additionally, the transition to digital platforms requires both technical knowledge and access to resources, which remain limited among local craftsmen.



Figure 2. Discussion on the urgency of implementing Entrepreneurial Competence strategies with Wall Decor Craftsmen of Tegalalang Village, Gianyar, Bali

To overcome these barriers, targeted interventions focusing on capacity-building and entrepreneurial training must be implemented (see Figure 2). Programs that incorporate hands-on learning approaches, mentorship, and digital literacy training will be essential in equipping craftsmen with the necessary skills to manage and expand their businesses effectively. By fostering a culture of innovation and strategic thinking, the wall decor craft industry in Tegalalang can transition from a traditional handicraft sector into a sustainable, competitive, and globally recognized business

ecosystem. The community service program for Wall Decor craftsmen in Tegalalang aims to address the structural challenges faced by craftsmen by enhancing their entrepreneurial competence and providing sustainable business solutions. Through a structured and participatory approach, this community service program seeks to empower Wall Decor craftsmen in Tegalalang with the knowledge, skills, and resources necessary to thrive in an increasingly competitive business environment. By integrating local craftsmen into the global market while preserving their cultural heritage, the program aspires to contribute to the socio-economic development of the village and the broader craft industry in Bali.

METHOD

To achieve the goals of this community service, we adopted a participatory approach that emphasizes collaboration, contextual relevance, and sustainability. The program was executed in four progressive stages, ensuring active engagement with the Wall Decor craftsmen of Tegalalang Village, Gianyar, Bali. This methodological framework was designed based on participatory action research (Afandi et al., 2022), where craftsmen were actively involved in identifying challenges, implementing solutions, and reflecting on outcomes.

Section 1: Target Community and Context

This community service program was conducted with 12 Wall Decor Craftsmen of Tegalalang Village, Gianyar, Bali, a region known for its rich artistic heritage and craftsmanship. Although traditionally renowned for its agricultural landscape and terraced rice fields, Tegalalang has also emerged as a center for Balinese woodcraft, particularly Wall Decor crafts, which are intricately designed and often inspired by local cultural motifs. These crafts contribute significantly to the region's economy, with many products exported internationally.



Figure 3. The craftsmen played a direct role in defining program priorities, ensuring alignment with their aspirations

However, despite their cultural and economic significance, these craftsmen face substantial challenges, including limited access to markets, lack of entrepreneurial competence, and difficulty in adapting to digitalization. Many craftsmen rely on traditional marketing methods and lack the business acumen required to expand their enterprises effectively. Additionally, there is minimal knowledge transfer to younger generations, posing a long-term sustainability risk for the Wall Decor craft industry.

The participatory action research (PAR) methodology was selected as the core framework for this program, as it enables an active, inclusive, and transformative engagement with the target community (see Figure 3). This approach ensured that craftsmen were not just beneficiaries but co-

creators in problem-solving. The program began with community-driven needs assessments to identify the most pressing issues and tailor interventions accordingly.

Section 2: Objectives of the Community Service Program

The primary objective of this program was to enhance the entrepreneurial competence of Wall Decor craftsmen in Tegalalang Village. This was achieved through structured capacity-building initiatives, skill development workshops, and business strategy training tailored to craftsmen specific needs (see Figure 4). The program aimed to equip craftsmen with the necessary skills to manage their businesses, innovate within their craft, and access broader markets. A key focus was on 12 dimensions of entrepreneurial competence (EC) as defined by Muindi et al. (2020): Need for Achievement – encouraging persistence in achieving business goals. Locus of Control – strengthening self-determination and accountability. Tolerance of Ambiguity – enhancing adaptability to uncertain market conditions. Risk-taking Propensity – promoting calculated risk-taking in business expansion. Self-efficacy – building confidence in business decision-making. Egoistic passion – reinforcing passion for craftsmanship as a driver of success. Goal Setting – encouraging proactive planning and target setting. Innovativeness – facilitating creativity and product development. Resilience – strengthening persistence in overcoming business challenges. Trustworthiness – emphasizing ethical business practices. Emotional Stability – developing emotional resilience in business operations. Patience – managing expectations regarding business growth and investments. By integrating entrepreneurial competence training with digital literacy and financial management, the program aimed to empower craftsmen with the knowledge and skills to transition from informal micro-enterprises to structured, competitive businesses.



Figure 4. The training curriculum was collaboratively developed through participatory workshops.

Section 3: Implementation Phases

The implementation of the community service program comprised three key interrelated phases:

Phase 1: Pre-Test and Needs Assessment

A pre-test was conducted to evaluate the initial level of entrepreneurial competence among the participating craftsmen. Using a 12-item EC metric, the assessment measured their understanding of business concepts, financial management, marketing strategies, and innovation potential. The results of this assessment provided a baseline for intervention design.

Phase 2: Capacity Building Workshops

A series of workshops were conducted to enhance craftsmen's skills in the 12 EC dimensions. These workshops included interactive sessions, peer learning, and mentorship programs, ensuring

that craftsmen actively engaged in developing practical solutions for their business challenges. Topics covered included: *Financial literacy and budgeting*; Digital marketing and e-commerce strategies; Product innovation and market differentiation; Customer relationship management; Legal and regulatory compliance for small businesses. These workshops adopted participatory methods, ensuring that craftsmen not only received theoretical knowledge but also applied it through hands-on activities, case studies, and real-time business planning.

Phase 3: Post-Test and Sustainability Planning

A post-test was conducted to assess improvements in entrepreneurial competence. The results were compared to the pre-test to determine the effectiveness of the interventions. Based on the findings, a sustainability plan was co-created with the craftsmen to ensure continuous skill development, long-term business strategies, and access to wider markets. The sustainability plan included: Regular business coaching and mentorship programs; Formation of a Wall Decor Craftsmen cooperative; Digital marketing initiatives, including online store development; Collaborations with tourism agencies for market expansion. This structured approach ensured that the impact of the program extended beyond its immediate implementation, fostering long-term entrepreneurial growth and sustainability.

Section 4: Monitoring and Continuous Feedback

To ensure the effectiveness and sustainability of the program, a comprehensive monitoring and feedback mechanism was established. This involved regular consultations, community-driven reflections, and data-driven evaluations. The monitoring process focused on three key areas: Capacity Building and Entrepreneurial Growth; Evaluating improvements in business management skills; Assessing the impact of digital marketing training on sales growth; Technological and Infrastructure Support; Monitoring the adoption of e-commerce platforms and digital marketing tools; Evaluating the impact of modernized production techniques on craft quality; Market Expansion and Business Networking; Tracking the growth of new market channels; Measuring customer engagement through online platforms and exhibitions.

A feedback loop was created where craftsmen documented their experiences, challenges, and successes, fostering a culture of continuous learning and adaptation. By integrating PAR principles, the monitoring system emphasized reflective learning, iterative improvements, and long-term empowerment. This approach ensured that the program's impact was not just temporary but deeply embedded in the community's business ecosystem, fostering self-reliance, innovation, and economic resilience.

RESULT AND DISCUSSION

Table 1 presents the descriptive statistics of the respondent profile, highlighting key demographic characteristics, including gender, age, education level, and work experience. The data provides insight into the composition of the participants in the community service program, offering a foundational understanding of the entrepreneurial landscape among Wall Decor craftsmen in Tegalalang Village.

Table 1. Descriptive statistics of respondent profile

		Frequenc	Percen
Gender	Female	2	16.7
	Male	10	83.3
	Total	12	100

Age	20 - 30 years	4	33.3
	31 – 40 years	4	33.3
	41 and above	4	33.3
	Total	12	100
Education	Undergraduat	9	75.0
	Postgraduate	3	25.0
	Total	12	100
Work	1 – 5 years	5	41.7
	5 and above	7	58.3
	Total	12	100

Source: The Authors, 2024

The respondent profile indicates that the majority of participants were male (83.3%), with only a small proportion of female craftsmen (16.7%). This demographic trend aligns with previous studies that suggest craft-based industries, particularly those requiring physical labor such as woodworking, tend to be male-dominated (Rodrigues et al., 2023a). However, the presence of female craftsmen, though limited, highlights the potential for greater gender inclusion in the sector. Research on gender diversity in SMEs suggests that increasing female participation can contribute to business sustainability, innovation, and financial resilience (Ratten & Braga, 2024). Therefore, future programs should consider gender-specific interventions to encourage greater female involvement in the Wall Decor craft industry.

The respondents were evenly distributed across three age groups: 20–30 years (33.3%), 31–40 years (33.3%), and 41 years and above (33.3%). This distribution reflects a balanced representation of different generational perspectives within the craft industry. However, it is notable that a significant proportion of younger craftsmen (20–30 years) are engaged in the industry. This contrasts with concerns that younger generations are reluctant to pursue traditional craftsmanship careers (Sun, 2024). The presence of young craftsmen indicates that with proper training and digital adaptation, they can be key drivers of innovation and sustainability in the sector. Prior studies have emphasized the need for entrepreneurial training tailored to younger generations to ensure knowledge transfer and business continuity (Setiawan et al., 2023).

Education levels among the respondents show that the majority (75.0%) have an undergraduate degree, while 25.0% have a postgraduate degree. This suggests that a relatively educated workforce is engaged in the Wall Decor craft industry, which presents an opportunity to enhance entrepreneurial competence through targeted business and digital marketing training. Previous studies highlight that higher education levels are associated with increased entrepreneurial success, particularly in adopting modern business practices and technology integration (Garzoni et al., 2020). However, formal education alone is insufficient; hands-on training in financial literacy, risk-taking, and resilience is essential for sustaining businesses in competitive markets (Ghobakhloo & Iranmanesh, 2021).

The data reveals that 41.7% of the respondents have between 1 and 5 years of work experience, while 58.3% have over 5 years of experience. This suggests a mix of emerging entrepreneurs and established craftsmen, which is critical for peer learning and mentorship. Studies have shown that experienced entrepreneurs often exhibit greater resilience (Ghobakhloo & Iranmanesh, 2021), while

newer entrants may bring fresh perspectives and innovative approaches to business (Sun, 2024). The community service program leveraged this diversity by encouraging knowledge-sharing sessions, allowing experienced craftsmen to mentor newer craftsmen in business development and digital adaptation.

The respondent profile indicates that while participants possess substantial educational backgrounds and industry experience, the challenges they face are deeply rooted in business management and market accessibility. The findings align with previous literature, which suggests that entrepreneurial competence encompasses multiple dimensions, including risk-taking, resilience, financial management, and innovation (Ghobakhloo & Iranmanesh, 2021). In contrast to prior research on traditional craftsmen (Rodrigues et al., 2023), the relatively high educational levels among respondents suggest a potential readiness to adopt digital transformation strategies. However, despite this, the program's preliminary assessment indicated a gap in digital marketing and financial literacy, which limits business expansion. This aligns with findings by (Sun, 2024), who emphasized that traditional craftsmen often struggle with online market adaptation, leading to reduced competitiveness in global markets. Furthermore, while the data highlights that younger generations are engaged in the industry, their retention and long-term commitment remain uncertain. Prior studies indicate that entrepreneurial motivation among younger craftsmen is often influenced by market incentives, digital adaptability, and perceived financial stability (Yadav et al., 2022). Therefore, continuous support in the form of business coaching, financial access, and innovation-driven training will be critical in ensuring their sustained participation.

Table 2. Descriptive Statistics

Variable	Pre-test			Post-test		
	Min	Max	Mean	Min	Max	Mean
Entrepreneurial Competence	Na	1.000	2.000	1.417	3.000	4.500
	Lc	1.000	2.000	1.583	3.000	4.333
	Ta	1.000	3.000	1.667	3.000	3.917
	Rp	1.000	2.000	1.417	3.000	4.083
	Se	1.000	2.000	1.917	3.000	4.333
	Ep	1.000	2.000	1.583	3.000	4.167
	Gs	1.000	2.000	1.500	3.000	3.833
	In	1.000	2.000	1.417	3.000	4.333
	Re	1.000	2.000	1.583	3.000	4.583
	Tw	1.000	2.000	1.333	3.000	3.833
Entrepreneurial Competence	Es	1.000	2.000	1.667	3.000	4.083
	Pa	1.000	2.000	1.417	3.000	3.750
	EC	1.083	1.917	1.542	3.667	4.146

Author, 2024

Entrepreneurial Competence Improvement: Pre-Test vs. Post-Test Analysis

Table 2 presents the descriptive statistics comparing the pre-test and post-test results of entrepreneurial competence among the Wall Decor craftsmen in Tegalalang Village. The data reflects significant improvements in all twelve dimensions of entrepreneurial competence following the capacity-building interventions. This discussion analyzes the observed changes and contextualizes them within the broader literature on entrepreneurial competence.

Overview of Pre-Test Results

The pre-test results indicate a generally low level of entrepreneurial competence among participants, with mean scores ranging between 1.333 and 1.917. This aligns with previous studies highlighting the challenges faced by traditional craftsmen, including limited exposure to business management, risk-taking, and digital marketing (Ratten & Braga, 2024). The lowest pre-test score was observed for Trustworthiness (Tw) (1.333), suggesting that ethical business practices and regulatory awareness were areas requiring significant intervention. Other critical areas of weakness included Innovativeness (In) (1.417), Risk-taking Propensity (Rp) (1.417), and Need for Achievement (Na) (1.417), reflecting the limited entrepreneurial mindset among participants before the training program.

Post-Test Results and Improvement Trends

Post-test results reveal a substantial increase across all dimensions of entrepreneurial competence, with mean scores now ranging between 3.750 and 4.583. This improvement suggests that the training and mentorship initiatives effectively enhanced the participants' entrepreneurial skills. Resilience (Re) showed the highest post-test score (4.583), indicating that the program successfully instilled persistence and the ability to overcome business challenges. Need for Achievement (Na) (4.500) and Self-Efficacy (Se) (4.333) also demonstrated significant improvements, highlighting increased confidence and goal-oriented behavior among craftsmen (Sun, 2024).

Key Areas of Improvement

1. Need for Achievement (Na): Pre-Test 1.417 → Post-Test 4.500

The substantial increase in Need for Achievement suggests a shift in mindset among participants, reinforcing their drive for business success. Prior research indicates that entrepreneurs with high achievement motivation are more likely to seek opportunities and overcome obstacles (Setiawan et al., 2023). The training program, which emphasized goal setting and self-motivation, likely contributed to this shift.

2. Locus of Control (Lc): Pre-Test 1.583 → Post-Test 4.333

The improvement in Locus of Control indicates that participants now attribute their business outcomes more to personal effort rather than external factors. This aligns with studies demonstrating that entrepreneurs with an internal locus of control are more proactive in decision-making and business expansion (Garzoni et al., 2020).

3. Innovativeness (In): Pre-Test 1.417 → Post-Test 4.333

A significant increase in Innovativeness suggests that participants became more open to adopting new business strategies and product innovations. Digital marketing and product development workshops likely played a crucial role in fostering creativity. Similar trends have been observed in SME development programs, where innovation training leads to business growth and differentiation (Ghobakhloo & Iranmanesh, 2021).

4. Risk-Taking Propensity (Rp): Pre-Test 1.417 → Post-Test 4.083

The increase in Risk-Taking Propensity reflects a growing willingness among craftsmen to experiment with new business strategies. Prior studies suggest that controlled risk-taking is critical for entrepreneurial success, as it enables businesses to seize emerging market opportunities (Yadav et al., 2022). The training program's focus on strategic decision-making and investment planning contributed to this positive change.

5. Trustworthiness (Tw): Pre-Test 1.333 → Post-Test 3.833

Despite showing improvement, Trustworthiness remains one of the lowest post-test scores. Ethical business practices and regulatory compliance continue to be areas requiring further reinforcement. Research on SME governance highlights that trustworthiness influences customer relationships and long-term business viability (Ngo et al., 2024). Future interventions should place additional emphasis on business ethics training.

Comparative Discussion with Entrepreneurial Competence Literature

The observed improvements align with existing research on entrepreneurial competence, which underscores the role of education, training, and mentorship in fostering business success (Mouammer & Bazán, 2021). The community service program effectively addressed key deficiencies by incorporating interactive learning, case studies, and hands-on business simulations. Notably, the increase in Resilience (Re) (Pre-Test 1.583 → Post-Test 4.583) is particularly significant, as resilience is a critical factor in navigating business challenges and market fluctuations. Studies indicate that resilient entrepreneurs are more likely to sustain long-term business growth (Baroncelli et al., 2022). Furthermore, the increase in Emotional Stability (Es) (Pre-Test 1.667 → Post-Test 4.083) suggests that participants developed better stress management skills, a crucial component for decision-making and leadership in entrepreneurial ventures. Previous research highlights that emotionally stable entrepreneurs are less susceptible to anxiety and uncertainty, allowing them to make sound business decisions (Eid et al., 2023).

Implications for Future Entrepreneurial Training

1. Integration of Digital Entrepreneurship.

While the program significantly improved entrepreneurial competence, future training should emphasize digital transformation. Given the global shift towards e-commerce and digital marketing, equipping craftsmen with digital skills will enhance their market competitiveness (Osabohien et al., 2024).

2. Continuous Business Mentorship.

The improvements observed in entrepreneurial competence suggest that mentorship was a key factor in the training's success. Implementing long-term mentorship programs can ensure sustained skill development and adaptability in a rapidly changing business environment (Elliott et al., 2020).

3. Ethics and Business Governance Training.

Given the relatively lower improvement in Trustworthiness (Tw), additional training on business ethics, transparency, and regulatory compliance is recommended. Studies highlight that ethical business practices enhance customer trust and long-term sustainability (Ngo et al., 2024).

The comparison between pre-test and post-test results demonstrates significant improvements in all dimensions of entrepreneurial competence among the Wall Decor craftsmen in Tegalalang Village. The findings align with broader research on SME development, reinforcing the effectiveness of targeted training programs in enhancing business acumen and market adaptability. While

substantial progress was made, future interventions should focus on digital entrepreneurship, long-term mentorship, and business ethics training to ensure sustainable growth in the craft industry.

CONCLUSION

The community service program implemented for Wall Decor craftsmen in Tegalalang Village significantly enhanced their entrepreneurial competence, addressing key challenges in business management, market adaptability, and digital transformation. The comparison of pre-test and post-test results demonstrated substantial improvements across all twelve dimensions of entrepreneurial competence, particularly in Need for Achievement (Na), Self-Efficacy (Se), and Resilience (Re), indicating a shift in mindset towards proactive business growth. These findings align with existing entrepreneurial studies, emphasizing the role of structured training and mentorship in fostering sustainable entrepreneurship. The respondent profile analysis further highlighted critical insights into the demographic composition of the participants. The predominance of male craftsmen (83.3%) reflects traditional gender norms within the sector, while the even age distribution suggests a balanced representation of generational perspectives. The high educational attainment among respondents (75.0% holding undergraduate degrees) underscores the potential for knowledge-driven transformation in the industry. Despite these positive outcomes, challenges remain in Trustworthiness (Tw) and Patience (Pa), where improvements were relatively lower. These findings suggest that while the program succeeded in fostering risk-taking and business innovation, additional emphasis is required on ethical business practices and long-term financial planning. Moving forward, sustainable business mentorship, digital literacy expansion, and continuous entrepreneurial coaching will be crucial in ensuring the long-term success of the Wall Decor craft industry in Tegalalang.

The program had a direct impact on the economic resilience and sustainability of the Wall Decor craft industry in Tegalalang. By equipping craftsmen with essential entrepreneurial skills, the program empowered them to navigate market challenges more effectively. The significant improvement in Innovativeness (In) and Risk-Taking Propensity (Rp) indicates a shift towards a more competitive business mindset, allowing craftsmen to explore new product designs and digital marketing strategies. These skills are essential for market expansion, particularly in the global handicraft industry, which demands continuous adaptation to consumer trends. Furthermore, the integration of digital marketing training addressed a critical gap in the industry. Many craftsmen previously relied on passive, traditional sales methods, limiting their market reach. The increase in Locus of Control (Lc) suggests that participants now recognize their role in actively shaping business success, a crucial factor for self-sufficiency and sustainability. The gender disparity observed in the respondent profile suggests that future interventions should encourage greater participation of female craftsmen, fostering inclusivity and diversity within the craft sector. This study contributes to the growing body of research on entrepreneurial competence in traditional craft industries. The findings support existing theories that emphasize the role of entrepreneurial education and skill development in fostering business sustainability. The results reinforce that entrepreneurial competence is a multidimensional construct, encompassing cognitive, behavioral, and attitudinal aspects. The substantial improvement in Self-Efficacy (Se) aligns with studies highlighting the role of confidence in entrepreneurial success. Additionally, the findings expand on research related to digital adaptation in SMEs. The improvement in Innovativeness (In) suggests that hands-on training interventions are more effective in fostering innovation than theoretical approaches alone. This aligns with recent studies that stress the importance of experiential learning in entrepreneurship education.

Despite its success, the program faced several limitations:

Short Intervention Duration:

The training workshops were conducted within a limited time frame, which constrained the depth of learning. Entrepreneurial competence development requires long-term engagement, and while post-test improvements were observed, sustained reinforcement through follow-up programs is necessary.

Limited Gender Representation:

The male-dominated participation indicates that the program did not sufficiently engage female craftsmen. Gender inclusivity remains a critical area for improvement, particularly as research suggests that increased female participation enhances business resilience and sustainability.

Market Application Barriers:

While the training improved Innovativeness (In) and Risk-Taking Propensity (Rp), the immediate application of these skills remains uncertain. Many craftsmen still rely on traditional supply chains and local buyers, limiting their ability to implement digital marketing strategies effectively.

Trustworthiness and Business Ethics:

The relatively lower improvement in Trustworthiness (Tw) (Pre-Test → Post-Test) suggests that business ethics training requires greater emphasis. Ethical business practices are essential for long-term sustainability and customer trust, yet this area saw the least progress in the post-test results.

Access to Financial Support:

While Self-Efficacy (Se) improved significantly, many craftsmen lack access to institutional financing. Limited financial literacy remains a barrier to business expansion, highlighting the need for further training on securing external funding and managing cash flow effectively.

Potentials for Future Programs:

Expansion of Digital Marketing Training: The significant improvement in Innovativeness (In) suggests that craftsmen are receptive to digital adaptation. Future programs can introduce e-commerce integration, social media branding, and data-driven marketing strategies to further strengthen their market presence.

Mentorship and Business Coaching: Given the improvement in Need for Achievement (Na) and Resilience (Re), establishing long-term mentorship networks between experienced craftsmen and emerging entrepreneurs can sustain skill development beyond short-term training sessions.

Encouraging Female Participation: Future initiatives should actively engage female craftsmen, providing targeted programs that address their specific challenges and barriers to entry in the craft industry.

Cooperative Formation and Market Expansion: A Wall Decor Craftsmen Cooperative could facilitate collective bargaining power, shared resources, and enhanced market reach, ensuring supply chain resilience and financial stability.

Challenges in Future Initiatives:

Digital Divide and Technological Barriers: While digital training was well-received, access to digital tools, stable internet, and technological infrastructure remains a challenge for many craftsmen. Addressing these barriers will require additional investment in affordable technology solutions and community-based internet access points.

Behavioral Resistance to Change: Some craftsmen, particularly those with longer work experience, may be resistant to adopting new business models. Overcoming this mindset shift requires continuous engagement, success stories, and real-world applications.

Sustainability of Training Impact: Without structured follow-up programs, the long-term impact of training interventions may diminish over time. Establishing periodic refresher courses and online learning resources can help reinforce knowledge retention.

Financial Constraints and Funding Accessibility: Limited access to microfinance, business grants, and venture capital poses a challenge to sustaining business growth. Future initiatives should incorporate financial literacy training and partnerships with microfinance institutions to support long-term business viability.

The community service program successfully enhanced entrepreneurial competence among Wall Decor craftsmen in Tegalalang Village, equipping them with the skills necessary for sustainable business growth. The pre-test and post-test analysis confirmed significant progress in key areas such as Need for Achievement, Self-Efficacy, and Resilience, demonstrating the effectiveness of structured entrepreneurial training. However, ongoing challenges in financial literacy, business ethics, and gender inclusivity must be addressed in future programs. Expanding mentorship networks, integrating digital business strategies, and ensuring long-term community engagement will be crucial in transitioning the Wall Decor craft industry into a resilient and competitive sector.

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