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GOOD GOVERNANCE ON MUSICIANS MANAGEMENT: A PHENOMENOLOGICAL STUDY

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ABSTRACT

This study aims to find the meaning of actors involved in Slank Management of good governance in managing the business to achieve success in the music industry. Slank is one of the historic, memorable, and influential musicians (music group/band) of all time in Indonesia. Indonesia music industry is the largest music industry in Southeast Asia. The site of study is located at Jl. Potlot III No. 14 Duren Tiga, South Jakarta, Indonesia which known as Markas Besar Slank. This study uses interpretive paradigm with phenomenology approach. The data in this study are the words, behavior, and understanding of the subjects studied (informants) as the basis for data interpretation. These data obtained through observation and unstructured interview. Data analysis conducted by researchers started since the data collection process. So the procedures are not necessarily sequential, but the processes are interrelated simultaneously. The results shows that actors involved in Slank Management interpret good governance in no different way. For those actors, the most important thing in good governance is to stick to the values that exist in the Slank-MANIFESPLUR namely: the similarity of dreams; deliberation for consensus; independent; fair, humble, caring for the environment; kinship; productive and creative; and work is pleasure. Good governance found in Slank Management has a strong kinship foundation so that Management gets better in managing its music business.

KEY WORDS

Good governance, musicians, phenomenology, slank management, musicians' management.

Accounting research in the music industry, as far as we know is still very rare. The music industry is a potential industry but almost untouched by academics, especially in accounting. Whereas Indonesia music industry is the largest music industry in Southeast Asia (KS, 2013). While research in the field of good governance has expanded to various types of organizations. Then this research seeks to initiate it.

Good governance is well known for its application to the corporations so it is known as Good Corporate Governance (GCG). The concept of GCG is certainly different from that applied by the management of musicians because of the different characteristics of the organization. So that the management of musicians have a certain model in the implementation of good governance.

The group of musicians who play together professionally will automatically face economic relations with each other (Garon, 2015). Everyone involved in it has a relation of partnership. This relation of partnership has two attributes namely profit sharing and joint control (Okorochoa, 2011). Musicians get paid for every concert and share of album sales. Joint control includes activities such as choosing when and where to show live performance and the decision to sign cooperation with other parties. Finally, this partnership will lead to conflict between each other, then good governance becomes very important in its implementation.

Each management has different business management. Management revenue is earned through live performance, music sales, merchandise royalties, and copyright (Schultz, 2009). The music industry is so complex that it requires a different way (Oliver, 2010) from other industries to understand it. Especially the characteristics of musicians that carry the principle of "freedom". So it is very interesting if we see many musicians who with

“freedom” it was able to achieve success, or at least, sustainable in industrial competition. Although on the other hand there are also many musicians who fail to survive in the music industry.

Success as a musician or artist is a multidimensional concept that has been defined and investigated in several different ways. For example Zwaan et al. (2009) which states that the value of reputation can be translated into financial value, then reputation is the basis of financial success. Then Kozbelt (2005) which measures the success of musicians with aesthetic success such as expert ratings or criticisms received. Whereas Zwaan et al. (2009) used objective career success by looking at relationships with the community through the media, the number of CD album sales, and the frequency of concerts. Then later in this study the actors involved in Slank Management will be used as informants because it is one of the successful musicians management in Indonesia.

“Slank” is a music group in Indonesia formed by Bimbim¹ in 1983. Slank is one of the historic and memorable and influential musicians of all time in Indonesia. In addition, Slank holds the title of Indonesia’s Highest-Paid Music Star in 2008 and 2009 with fee of Rp500.000.000,- per show (Wikipedia, n.d.). Slank Management since 2004 is a limited company under the name PT Pulau Biru Indonesia.

Based on the above description, it can be seen that there are certain good governance models that are applied by musician management. Then research question formulated as follows:

“How do the actors involved in Slank Management interpret good governance in managing the music business?”

Then the contribution in this research are: (1) theoretically in the field of accounting science especially in the field of good governance in the creative industry that has its own uniqueness so as to have certain values underlying its good governance practice; (2) good governance practice for management of musicians in Indonesia who can adapt the meaning of good governance by the actors involved in Slank Management.

LITERATURE REVIEW

Good Corporate Governance (GCG) guidelines (KNKG, 2006) mentioned five GCG principles: (1) transparency, the company must provide material and relevant information in a way that is easily accessible to stakeholders; (2) accountability, the company shall be managed accountably, transparently, and fairly; (3) responsibility, the company must comply with legislation and be responsible to society and environment; (4) independence, the company must be managed independently in order to avoid intervention from each other; (5) fairness, the company must pay attention to the interests of stakeholders in carrying out its activities.

Then can not be ignored the basis of behavior and integrity in good governance is the values adopted by the organization. These values can lead to behavior and motivate decisions and actions that benefit stakeholder interests and achieve company objectives. The values adopted by the organization and its members will result in a framework for decision making, so it is important for the organization to create an environment or culture in which values are understood and practiced (Brooks & Dunn, 2012: 254). Organizational culture that includes attitudes, values, and behavioral norms is a cognitive framework that benefits organizations. In addition, the need for good governance is to improve efficiency in resource management based on Brooks & Dunn (2012:273) can be achieved by focusing on developing a culture of integrity so as to satisfy all stakeholders.

METHODS OF RESEARCH

This research uses interpretive paradigm which is one of qualitative paradigm. The interpretive paradigm tries to understand and explain the social world from the point of view

¹ Nickname of Bimo Setiawan Almachzumi.

of actors directly involved in social processes (Burrell & Morgan, 1979:227). This paradigm is useful in understanding existing accounting practices in organizational and social context (Hopwood, 1983). In this study the researchers themselves serve as a tool of analysis or research instrument that is full of value. With the approach of phenomenology, in this study we try to describe a concept or phenomenon based on the experience of some people (Sukoharsono, 2006).

Music as the creation of cultural products is a symbol that becomes an indicator and a trigger for how society sees and understands the values in itself (Jacobs & Evans, 2012). To understand how the translation of music into good governance requires two explorations: narrative and practice (Jacobs & Evans, 2012). So in this study will be presented a narrative exploration of the lyrics of Slank songs to find the value underlying good governance in artistic activities performed in Slank daily. Then the exploration in practice based on the meaning of the actors involved in Slank Management.

The object of research is good governance applied by Slank Management. While the research sites that are determined in this study is Markas Besar Slank which is located at Jl. Potlot III No. 14 Duren Tiga, South Jakarta, Indonesia.

The data in this study are the words, behavior, and understanding of the subjects studied (informants) as the basis for data interpretation. These data obtained through observation and unstructured interview. In addition, several documents used to describe the management conditions include: (1) reports issued by the company to shareholders and other internal documents; (2) news and talk shows related to Slank; and (3) Slank song lyrics. The questions raised in the interview use unstructured questions so that the interview continues as naturally as normal conversation. Nonetheless, the researcher developed guidelines for questions related to the research theme and was used as a basis for developing in accordance with the answers of the informants.

Data analysis conducted by researchers started since the data collection process. So the procedures are not necessarily sequential, but the processes are interrelated simultaneously. This is done so that the research results obtained really match with the situation in the field. The research instrument used is the researcher himself. The steps undertaken in this research are as follows:

- The data that has been collected in the form of a recording or the like will be translated to a narrative form, so that will facilitate the next process. In addition, unnecessary data will be eliminated;
- Interpretation iteratively through the exploration of narrative and practice related to the meaning of the implementation of good governance on the management of musicians from the point of view of the actors involved in Slank Management;
- Make a conclusion (verification). The conclusions of the study are based on relevant information obtained during the research process.

The validity of the data is proof of the researchers that the data obtained is in accordance with the facts (phenomena) of the meaning of the actors involved in Slank Management towards good governance. In addition to reducing the bias of researchers so as to produce valid research data. To test the validity and reliability of the data in this study triangulation and member checking techniques were performed.

Triangulation is done to understand information and the consistency of informants' answers by comparing and re-checking the degree of trust in information obtained through different time and tools (triangulation of sources). Triangulation is done by comparing the informants' speeches with different sources. Then member checking is done with the informant. In general, the informants considered that the researchers' findings were in accordance with the informants' experiences.

RESULTS AND DISCUSSION

Slank Management is a company operating in the music industry. Of course the way they interpret and the values they use in good governance can be seen from the songs. For example Slank has released an album titled "PLUR" which stands for Peace, Love, Unity,

and Respect which became the slogan and the value that is held by Slank until now and reflected in the other songs too. In addition Slank also released the album "SLANKISSME" which contains 13 Slank teachings known as "Manifesto Slank". Similarly, other songs that contain Slank views and attitudes as a music group.

Slank song lyrics were collected for analysis. After listening to and reading the entire Slank song, songs that fit the research context was analyzed in narrative exploration. Slank song lyrics attached complete at www.slank.com.

Since the first album titled "Suit-suit... He-He (Gadis Sexy)" released in 1990, Slank has shown a critical attitude towards cheating behavior such as stealing and corruption. In one of their songs entitled "Memang" reflected this critical attitude. This song represents a humble life attitude by not harming others for example by stealing or corruption.

The second album released in 1991 titled "KAMPUNGAN" also showed Slank attitude. One of their songs entitled "Anak Terbuang" shows how the strength of Slank's determination in achieving his ideals. Then, in this album there is also a song titled "Pulau Biru" which is then used as the name of Slank Management, PT Pulau Biru Indonesia. This song tells about Bimbim dreams where there is life on a beautiful blue island (which is a metaphor of a place) like heaven, with a wise man and lives life with pleasure because on the island there is no misunderstanding. On the island any dispute is solved only by talking or in other words: deliberation for consensus.

The third album was released in 1993 with the title "PISS". One of the songs in this album titled "Cekal". This song represents the contents of Slank's thinking that unity in one group must be based on deliberation so as to reach consensus.

Slank also wrote a song titled "PISS". This song represents Slank's attitude of phenomena when there is a dispute between for example two parties who directly use physical violence. This is reinforced by the next sentence in the lyrics of this song, which is a satirical sentence to people who have not understood the meaning of peace. Sentences in the lyrics of this song give a message that to be able to live together in an environment, we as Indonesian people should hold the tradition of mutual trust.

This song, entitled PISS, in addition to representing the Peace point in PLUR ideology which also became Slank motto, is also able to represent the next point: Love. Love is meant here of course must be interpreted widely. Thus, disputes within any group can be solved easily, because Slank itself holds the principles of kinship in managing the business. One time Bimbim once revealed his secret to maintain the integrity of Slank for 33 years as follows:

*"Semua kelompok harus punya mimpi yang sama. Untuk mencapai mimpi itu akhirnya kita berpegang tangan bareng-bareng. Bahkan negara pun kalau nggak punya mimpi yang sama pasti bubar."*²

It can be said that for years Bimbim keep trying to keep Slank always have the same dream in order to survive in the music industry. This effort is also a form of application of Unity points in PLUR. With the unity and similarity of this dream finally Slank able to run sustainable until today.

One of the songs titled "Generasi Biru" is also in line with the independent attitude shown by Slank. This song is a representation of the independent attitude that Slank wanted to have as a music group. This attitude then brought Slank into the success of their music career until today because an independent music group can exploit themselves without the dominance of others who can harm the group.

In this album Slank also said the issue of environmental sustainability through a song titled "Nggak Perawan Lagi". The song highlights the large amount of rubbish dumped into the sea, brown and foaming streams, then slopes and mountains filled with golf courses and villas that are unable to prevent floods, and bare Indonesian forests. Slank's concern about the environment is evident in this song. Not only through the song, Slank often do actions of environmental awareness and natural damage that occurred in Indonesia.

² "All groups should have the same dream. To achieve that dream we finally hold hands together. Even a country if do not have the same dream, would be upset."

The album "Minoritas" became the last album for the 13th Slank formation consisting of Bimbim, Bongky, Indra, Pay, and Kaka because Bimbim issued a dismissal letter to Bongky, Indra, and Pay. At this time, Slank is only Bimbim and Kaka intend to dissolve Slank but eventually released the album "Lagi Sedih" to keep the trust of the Slankers³. Because only the remaining two personnel, Slank using Additional Player in the recording of this album. Songs that can be interpreted in this album is a song titled "Kalau Aku Jadi Presiden". This song becomes a representation of leadership attitude in the Slank. Culturally Bimbim very visible role as a leader in Slank and also in the social environment at Jl. Potlot. On one occasion Bimbim said:

*"di sini kalau ada yang kena narkoba kita bantu sembuhin, kalau ada yang berkelahi kita damaiin, kalau ada yang suka nyolong klepto gitu kita ceburin tuh di kali situ"*⁴

This sentence shows the attitude of justice and protection of Bimbim and always try to pass it to other personnel of Slank.

The 14th Formation Slank was formally formed at the time of releasing the album "Tujuh" consisting of Bimbim, Kaka, Ivanka, Ridho, and Abdee who survived until now. Then in 1998 Slank released a compilation album "Konser PISS 30 Kota" with a hits single entitled "Makan Nggak Makan Asal Kumpul" which later became the cornerstone of Unity concept carried by Slank. The lyrics of this song represent the values and attitudes to stay together in a difficult or happy situation so that a group can face challenges together.

The song titled "L.O.V.E" in the album "Mata Hati Reformasi" which was released in 1998 also became one of the foundation of Love concept that exist in Slank PLUR ideology. The song phrase clearly states that any relationship requires love in it. Love is not only narrowly defined as the feeling between two lovebirds, but also as a growing sense of brotherhood within a group that can strengthen unity in the face of challenges and obstacles to achieve common goals.

In 2005 Slank released an album titled "SLANKISSME" which contains 13 songs. The songs contained in this album are the songs that became the content of the Slank Manifesto used by Slank as a teaching to the Slankers. In his statement Slank also revealed that these 13 teachings are imperfect teachings because perfection only belongs to God. But of course as a manifesto, these 13 points of teaching are also the cornerstones of the worldview shared by the Slank members. Bimbim also said that this manifesto is the essence of the album SLANKISSME. Slank Manifesto are:

1. We must be critical;
2. We must have a social soul;
3. Full of solidarity;
4. Be faithful;
5. Always free;
6. We live humble;
7. Loves nature;
8. Humane;
9. Dare to be different;
10. Uphold friendship;
11. Have a high dream;
12. Be yourself;
13. Opening up our brains and hearts.

Parallel to the songs, in Slank's song "Jurustandur" also describes the form of Unity and Respect as Slank's life view. The song called Jurustandur is often medleyed⁵ with songs entitled "Lo Harus Grak" and "Mars Slankers"

Seeing the meaning of the lyrics of this song, working attitude in Slank is a work attitude that is not only profit-oriented, but work is a pleasure. That way, being pursued in the

³ Slank fans club

⁴ "Here if anyone got the drug we help to get healed, if there is a fight we make peace, if anyone likes steal we splash him at river there."

⁵ Played in a way combined into one song

work is how to realize creativity so that it is certainly able to produce a productive work environment.

Another song ever released by Slank titled "Jl. Potlot" which is the address of the Markas Besar Slank. This song is in the album "Slank Nggak Ada Matinya" which was released in 2013. According to Slank in Jl. Potlot should lead a peaceful societal life. This song also invites to the community in Jl. Potlot especially the youth to keep doing creations and remain productive.

In 2017 Slank released an album titled "Palalopeyank". The songs that are in this album still states Slank's view about the life of nation. As Slank notes, one of the tracks in this album, titled "ngeRock", talks about anti-corruption, inter-group peace, environmental sustainability, and anti-drugs. Slank's concern for this social issue has made Slank gain sympathy from the community as its stakeholders so that Slank can still fly up to this day.

Based on the narrative exploration that has been done, we take the essence of the meaning contained in the ideology of PLUR and 13 Slank Manifesto (Slank-MANIFESPLUR) which became the view and way of life in everyday Slank become nine points, namely:

1. The similarity of dreams;
2. Deliberation for consensus;
3. Independent;
4. Fair;
5. Humble;
6. Caring for the environment;
7. Kinship;
8. Productive and creative;
9. Work is pleasure.

These values then underlie the way the actors involved in Slank Management in meaning good governance in managing the music business. Slank has the same dream or equality of vision as an early foothold in performing artistic activities and business activities in the music industry. These nine points are the essence contained in Slank-MANIFESPLUR which (also contained in other Slank songs) became the basis of the application of good governance in managing the music business.

Thus material information for shareholders is always delivered transparently because the company always presents information in a timely manner through formal and non-formal meetings that are usually conducted behind the stage so that it is easily accessible. It is also due to shareholders in this company is also an artist who is always involved in his own musical business activities. Important information related to finance is also given in a transparent manner to Slank either in his position as an artist, commissioner, or shareholder. Refiq, one of the management members who worked in the finance division also revealed the same thing:

*"...kan bisa dilihat dari kontrak-kontrak. Kan setiap kontrak kita kan bisa by email terus di situ kan tertera angka kontraknya jadi dari situ mereka udah bisa lihat..."*⁶

In the main guideline of KNKG implementation, it is explained that the job description must be in accordance with the values held by the company. So please note that the accountability of this company is based on the values held by management in managing business submitted by Denny (management) as follows:

*"Jujur dalam segala hal, profesional dalam bekerja, integritas dalam nama dan images Slank, selalu kreatif dalam berkarya, tapi memaknainya mengerjakan semua pekerjaan dalam suasana kekeluargaan yang santai dan berkualitas hehe..."*⁷

Denny's statement is similar to the attitude said through the song Mars Slankers, because work - in the broad sense - means to be creative and productive. This means that in every work management must be able to hold a professional attitude and maintain integrity. Moreover, products managed by the company is a group of music that must be productive in

⁶"... can be seen from the contracts. Every contract we can send by email continues there are listed contract numbers so from there they can already see ...".

⁷ "Honest in all things, professional in work, integrity in the name and images Slank, always creative in the work, but do all the work in a relaxed and quality kinship atmosphere..."

the work given the number of Slankers as stakeholders is very significant. When compared with companies in other industries, Slank management has its own uniqueness that is a relaxed work environment and full of kinship so that the quality of work.

This family-friendly environment ultimately forms a work-based, consensual way of accomplishing things. Of course this is very easy to do if every member of management has one heart, as Bunda Iffet (management) says:

*"...yang penting satu hati..."*⁸

Independence in the music industry is a different concept with the concept of independence in other industries. Often independence in the music industry is an artist's governance that is only specialized in handling one person or one group of artists. This concept is then known by the concept of the indie label⁹. Slank itself is basically a management that manages the artist in indie. In one of his statements Denny said:

*"Sebenarnya Slank itu indie label, basically Slank itu indie label. Indie label itu pengertiannya kan perusahaan kecil perusahaan rekaman yang dikelola oleh si artisnya sendiri..... Tapi indie label itu sendiri adalah perusahaan yang tidak ber apa namanya, tidak bergabung dengan perusahaan rekaman yang besar... yang pasti indie label nggak ada asosiasinya"*¹⁰

Thus Slank has uniqueness in its independence as a musical group. In this case Management can not intervene Artist to be exploited as in major companies. In the mechanism, Artist who has an idea or initiative in doing activities such as the release of new albums, then Management serves to execute on technical matters.

In Slank Management, shareholder rights are unique. Although the percentage of share ownership varies, but the voting rights of each member remain the same. This is because Slank uses the ways of deliberation in every meeting both formal and non formal. Denny states:

*"Hak suara sama tapi persentase kepemilikannya beda, kekeluargaan aja. Musyawarah sih sebenarnya. Soal gitu lebih kekeluargaan, tapi hak dalam keuangan sesuai persentase."*¹¹

In Slank management, meetings are not always focused on financial matters only, but more emphasis on ideas submitted by Slank personnel by way of deliberation. Each member has the same voting rights in each meeting. Matters relating to the distribution of dividends is in accordance with the percentage of ownership and dividend distribution has been done in an orderly manner. For Management of reasonableness and equality is the same in the voting rights or freedom of expression at the deliberations conducted.

The Board of Commissioners of this company also serves as an Artist occupied by Bimbim. From the perspective of Commissioner Bimbim already felt that the information from the company is very transparent with the use of e-mail technology in each report. So Bimbim own feel management in financial terms always transparent. The following statement of Bimbim:

*"Semua kita punya, email yang kelima personilnya dapet, jadi keluar masuk data, informasi, keluar masuk uang, transparan. Dan abis manggung nggak sampe dua minggu langsung tahu ini rekeningnya, ini transfer ke sini, ke sini. Jadi selalu terbuka."*¹²

Bimbim's statement at once answered from the standpoint of Bimbim as a company-run Artist. That information including company activities and financial information has been delivered by e-mail directly so that each Slank personnel get the information in a timely, adequate, and accessible manner.

⁸ "...that is important, one heart..."

⁹ Independent.

¹⁰ "Actually Slank is indie label, basically Slank is indie label. Indie label is the definition of a small company record company run by the artist himself... But indie label itself is a company that does not what its name, do not join a large recording company... that indie label is not there Association".

¹¹ "The voting is the same but the percentage of ownership is different, its kinship. Deliberation really. But the right of dividend as percentage..."

¹² "We all have, for all personnel, so out of data, information, in and out of money, transparent. And after gigs before two weeks immediately knew this account, this transfer. So it's always transparent".

In terms of accountability, Bimbim as a Commissioner still exercises control over the work of the Management. This is very easy to do considering his double role as an Artist and office location located within his own home. So Bimbim also felt that the company has held the principle of accountability with the division of tasks to the parts that exist in Management.

Responsibility done by Slank that has been discussed in the previous section is also a cooperation and interaction between Artist, Management, and Slankers. So in technical coordination is very easy to do. For Bimbim Manajemen serves as a tool that can be used by Artist in executing Artist creative ideas. Then for easy management work with the Slankers.

Then, independent attitude brings Slank into a legendary music group in Indonesia. The independent concept within Slank is not only independently business, but in its daily artistic activities. Independent in Slank result in daily Slank become a thinker or source of ideas in running a business. Management serves to realize these ideas after the deliberation. So Slank until now plays an important role in society as a street parliament. Slank's works are made independently, without "orders". This certainly makes the supporting factor on business sustainability.

In terms of fairness Bimbim highlights associated with the Slank income which became the right of artist or personnel still be shared fairly. For Bimbim, fair is one of the key in running the management to survive this long. Bimbim states:

*"Abdee¹³ udah dua tahun ini sakit, dia gak terlibat gak bisa ikut. Tapi sampai hari ini setiap publish, setiap promo panggung, setiap apa pun foto berlima. Sampai hari ini pendapatan apa pun dibagi lima. Ya kita merasa itu prinsip ekonomi Slank pulau biru, plur ya. Kita berbagi di saat senang saat susah ya sama-sama."*¹⁴

The value of fairness held by Slank, we think this is very rare in business in other industries. Because like the example given Bimbim above, one of the Slank personnel who can not attend the concert due to illness still get the part. Slank considers every member of the family to be the company's responsibility.

CONCLUSION

This study aims to find the meaning of the actors involved in Slank Management on good governance that is done in managing the music business to achieve business sustainability. Therefore, this study finally found the value underlying good governance owned by Slank Management through Slank-MANIFESPLUR. Good governance in Slank Management as a company that manages artist and music business has differences with good governance in companies in other industries. The fundamental difference lies in the main stakeholder position for Slank is not the shareholder but Slank's own personnel and Slankers as the main consumers of Slank's products. Thus good governance in Slank Management is directed to manage business that always support artistic activity.

Slank Management has applied the basic principles of transparency, accountability, responsibility, independence, and fairness and equality with the uniqueness owned by Slank. The actors involved in the management of Slank mean good governance not in different ways. The actors are meaningful of good governance is important to hold on to the values that exist in Slank-MANIFESPLUR.

Basically, the good governance found in Slank Management has a strong kinship foundation so that Management gets better in managing its music business. Whereas Slank Management itself does not use the guidelines related to good governance such as guidelines issued by KNKG. Good governance practice in Slank Management is the effect of the nine points of the essence of Manifesto Slank and PLUR ideology embraced by Slank so that Slank is able to maintain sustainability.

¹³ One of Slank Personnel.

¹⁴ "Abdee already two years is sick, he is not involved because can not come. But to this day every publish, every stage promo, we always use the five photos. To this day any income is divided into five. Yes we feel it's the economic principle of Slank, plur yes. We share in moments of joy, when it's hard, together".

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