

Strategy Formulation for Increasing the Social Capital of Women in Small Scale Industries

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ABSTRACT

This research aims to find a strategy formulation for strengthening women's social capital in small-scale industries. Given that the power of social capital has started to dissolve and weaken along with the current modernization, the design of a strategy should be a crucial capital in the continuation of small scale companies integrating women as pillars of the family economy. Therefore, a formulated strategy is needed to strengthen social capital in small scale industries. With a case study on the Kacang Tore small industry, this study used a qualitative research methodology. To gather data, a triangulation approach of observation, interviews, and documentation was used. The stepwise forward model developed by Spradley is used in this study's data analysis. The results identify various strategies to strengthen women's social capital in terms of trust, networks, reciprocity, values and norms.

Keywords: Formulation, Small Scale Industries, Social Capital, Strategy, Strengthening, Women

INTRODUCTION

With a total of 270.20 million people, or 3.44 percent globally (Central Bureau of Statistics, 2021), Indonesia has the fourth-largest population out of the 7.6 billion people in the globe. This demonstrates that for a nation as large as Indonesia to satisfy the needs of its people and tackle social challenges must fully use the wealth of resources at its disposal. By the year 2020, there were 134,266,4 million female residents and 135,337,000 male residents, as shown in Table 1.

Table 1. Total Male and Female Population of Indonesia in 2018-2020

No	Years	Number of Men	Number of Women
1	2018	132.683.0	131.478.7
2	2019	134.026.6	132.886.3
3	2020	135.337.0	134.266.4

Source: Central Bureau of Statistics, 2021

According to the Central Bureau of Statistics (2021), there are 133.54 million women in Indonesia, making up 49.42% of the population, and 136.66 million males making up 50.58 %. This suggests that the number of women joining the labor market has been steadily falling over the last several years as a direct effect of the general shortage of women. Evidence for this may be seen in the shifting number of women in the labor force throughout North Sulawesi from 2016-2018, which peaked at 383,309 in 2016 before falling to 340,809 in 2017 and then rising slightly to 378,193 last year (Central Bureau of Statistics, 2020). Such data show that fewer women are in the labor force now than that at any time in history. Obviously, this will have serious repercussions for the family budget.

This can lead to more unproductive women and ultimately become a burden on the state. The smaller number of women workers in the business world is certainly a challenge in itself considering that they are a dual resource that can be utilized for its potential (Garnasih, 2011). Given that women play a strategic and productive role in boosting the family economy, the reduction in the number of women working will undoubtedly have a negative impact on the economy. Additionally, they frequently lack the information and skills necessary for economic activity, thus ultimately, government policies have not been very supportive of their interests (Tobirin, Anwaruddin, & Nuraini, 2020). As a result, businesses must create positions for women to fill.

Kacang Tore small industry, established in 1951, is a microenterprise that exemplifies this kind of community-based enterprise by making peanut-based snacks for local use (Kimbal, 2021). Women are the foundation of the family because of the abundance of work in the small scale business. Small businesses in North Sulawesi, such as those dedicated to making the region's famous Kacang Tore snacks, have grown up alongside the region's vibrant social scene over the course of many decades, and their success is impossible to be separated from the creation of the social capital upon which it is founded. Women in the workforce benefit greatly from the company's presence.

In the Kacang Tore small industry, at least 70% of the workforce consists of women who are the primary breadwinners in their households. Their ability to adapt to and build meaningful relationships within their community opens doors to economic opportunity. Although they participate in economic activities, they are typically ill-prepared to compete due to a lack of knowledge, skills, or experience with technical business issues. The Kacang Tore business

in North Sulawesi, which employs a substantial number of women, presents them in a more nuanced light, and we can only be grateful for that. Farmers who provide the raw materials, company owners, workers, traders, and customers who purchase the finished product all interact with and contribute to the industry's social capital.

The term "social capital" is used to describe the sum of one's personal and professional connections that make it possible to carry out one's goals successfully. Therefore, a study is needed to bolster the role of women's social currency as a backbone of the financial contribution in Kacang Tore small industry. Research is needed to determine how the business can be used to improve women's social capital so that families may better weather economic downturns. This study is significant and novel because it addresses the position of women as economic backbones of their families and the structural social activities they engage in while working in the Kacang Tore sector.

Women's social capital studies that reveal social capital and their empowerment (Kimbal, 2020) show that the development of social capital for women's empowerment is carried out by building cooperation in groups, intensifying communication and information in groups, and building social cohesion and group inclusion. The research team hopes their findings will help them craft a strategy to boost women's social capital in low- and medium-sized businesses, which will ultimately help their families financial security. This is because of the inherent structure of qualitative case study research, which employs Spradley's incremental forward model for data processing in drawing conclusions from empirical investigation.

Given that women represent a wealth of untapped potential, the relatively low proportion of women in the workforce is problematic in and of itself (Cahyani, Sari, 2021; Astuti, Fazraningtyas, Salmarini, 2022). The fear is that if their powers aren't controlled, they may do damage. In its widest meaning, social capital encompasses all the relationships between people and institutions that contribute to the efficient execution of a task or project (Kimbal, 2021).

LITERATURE REVIEW

Social capital benefits organizations or companies with limited resources (Rahmawati, Rofiq, & Wijayanti, 2021). According to Fukuyama (1995), social capital is "the extent to which individuals and institutions can cooperate to achieve a shared goal". Woolcock, meantime, developed a four-pronged view of social capital, which includes the communitarian point of view, which considers members' engagement in a wide range of group activities to be indicative of their social capital. The bigger the number of people who are part of a group or community, the greater its social capital. Also, according to the network viewpoint, when people feel connected within a community, they are more likely to see themselves as part of a larger whole and work together toward common goals. The third viewpoint is the institutional one, which maintains that the political, legal, and institutional structures of a given society are what ultimately define the robustness of its networks. Besides, a synergy perspective melds elements of both the network and institutional perspectives. It recognizes that the state and the public may cooperate for mutual gain. Central Bureau of Statistics of Sulawesi Utara (2020) defines an industrial business as "an independent economic entity with a fixed physical location and a separate set of administrative records describing its production and cost structure." And someone, or many someones, is in charge of making sure all of this business stuff gets done. BPS classifies establishments in the processing sector as either (1) large firms (with 100 or more workers), (2) medium firms (20-99 workers), (3) small firms (5-19 workers), or (4) household firms (with fewer than five workers).

It is still exceedingly difficult for small scale enterprises to compete successfully in international markets with items from giant businesses or imports. The worldwide competitiveness of Indonesian small businesses is poor, and so is the diversity of such businesses' product lines. The many challenges confronted by this cluster of industries serve as a brake on their progress and development, contributing to this deficiency. The strength of a family may be influenced by several things, such as the number of people in it, the duration of their marriage, and the financial hardships they have had to endure. However, the number of family members and the duration of marriage both have significant positive effects on family resilience, whereas economic stress has a significant negative effect (Suprihatin, Lindiatie, Shahreza, 2022).

Some of the challenges that small businesses face include, according to Rochman, Ferdian, and Anwar (2022), a less-than-ideal product marketing system, a less-than-professional financial reporting system, a lack of helpful infrastructure, a scarcity of communication channels, and a general lack of interest and knowledge among the younger generation. Efforts have been made to overcome these obstacles through, among other things, ensuring optimal marketing of different products through working with government agencies, aiding in the growth of accounting record keeping, constructing information exchange with multiple groups to increase access, and instituting intense correspondence with services and the government. Women's social capital in local economic growth and the problem of gender equality make these steps essential. Women should be seen as valuable assets and a driving economic force in their households.

RESEARCH METHOD

This study was done utilizing qualitative research techniques (Moleong, 2021). In the framework of this study, the particular phenomenon to be examined is a widespread phenomenon associated with the conduct and social contacts of women in the Kacang Tore small industry. As stated in the study's objectives, the main goal of this study is to recognize methods for improving women's social capital through small companies that can invent different theories or current policy tenets that support reinforcing their human value for trying to enhance family economic resilience via the Kacang Tore industry.

This study's data sources include small scale industry-associated informants, field events, and related documentation. This qualitative study collects starting data until the point of saturation. Those who have mastered the necessary facts will be chosen. This candidate for informant will give rise to subsequent candidates for informants. Using the snowball approach, the next source is selected (snowball - the next informant is determined in rotation). The process of collecting data will end once the gathered information has reached the level of saturation, signifying that there are no longer any fresh responses from informants. This research focuses on the community of Kanonang Village, which is comprised of women who work in Kacang Tore small industry.

Some of the informants are business owners, some are Kacang Tore manufacturers (laborers), and others are Kacang Tore vendors. This study's data were evaluated using the step-forward model developed by Spradley. This model includes a domain, a taxonomy, and a componential analysis.

RESULTS

The activities of women in small scale industries, including both female business owners and female employees or laborers in these small sectors, indicate the design of methods to enhance social capital. Various types of social capital that are formed through trust, networks, reciprocity, norms, and values were identified based on the findings of interviews with several informants.

Trust

Improving the Quality of Human Resources and Kacang Tore Products

With self-confidence, we can find the best solution to any challenge and provide people with positive experiences as a result. It is bad news all around for the affected individual. One's full potential can only be realized if they have high levels of self-confidence (Eliata, 2021). Confidence is also the inner knowing that any obstacle can be surmounted through determined effort (Sulistiyowati, 2022). To successfully run a company, one must first believe in their abilities. This, however, is no easy feat to do. There is a process involved in everything, and it all takes hard effort. This was expressed by Ms. VL who talked about how her abilities were tested and processed over a long period of time.

“This business started in 1999. In the beginning, I just tried and joined in with some of the Kacang Tore entrepreneurs in Kanonang village. Simple knowledge of how to fry Kacang Tore was my initial capital when starting this business. I had a sense of insecurity, which scared me. However, by learning from many people and various mistakes and criticisms, I was able to get the right way to produce Kacang Tore with superior quality.”

The above statement confirms that starting a new business is not easy. However, Mrs. VL did not give up and continued to learn from several predecessors and seniors in this business. Many failures and a lack of confidence made her almost retreat from doing this business. However, by continuing to learn every day from each failure, she finally succeeded in producing superior Kacang Tore. According to her experience, Mrs. VL had previously treated low-quality raw materials. The Kacang Tore that was ultimately made was of inferior grade. This undoubtedly had a significant impact on how well the products were marketed. She has subsequently learned how to choose and recognize the quality of raw peanut materials.

The skills she has made her more confident in selling her peanuts under the brand name "Nanda" because they are known for their quality in various regions. The ability to improve the quality of human resources through events and time is a valuable lesson and the best teacher. Mrs. VL is able to demonstrate the distinctiveness of the Kacang Tore she produces by continuing to learn. Additionally, due to its high quality, her Kacang Tore are consumed not only by residents of her community but also by visitors from outside of it. The following is the account of Mr. Jakson, a merchant who sells Kacang Tore Nanda in the Sangihe district:

“For several years I have been a customer of Kacang Tore produced by Mrs. VL. Due to their better quality. I purchase these nuts and resell them to customers in my neighborhood. I was initially only interested in selling it. But after realizing the market potential and the strong demand, I ultimately requested Mrs. VL send Kacang Tore to the Tahuna region every week.”

As a result, Mr. Jakson seizes the chance to sell Kacang Tore and selects Mrs. VL's Nanda brand items to offer to his customers due to the undeniable quality. This remark illustrates that the quality of Kacang Tore Nanda attracts new consumers to consume this light snack. It

appears that consumer demand is growing because he consistently buys this item every week. Mrs. Irmanda from Ternate, who also marketed Kacang Tore under the Nanda brand, also corroborated this. She said the following:

“For more than a year, I have consistently purchased Kacang Tore from the Nanda brand. I initially believed that these nuts were hard to find where I lived. But when numerous visitors to my shop purchased them, I subsequently started purchasing these Kacang Tore on a regular basis from Mrs. VL.”

Mrs. VL's dedication to learning from both her experience and the government-sponsored entrepreneurship training has paid off in the form of high-quality Kacang Tore. Because of this, the already great quality of Kacang Tore items should improve even more.

Maintaining Honesty and Integrity

Honesty could be well understood as the ability to deliver truth, admit all mistakes, develop trustworthiness, and show respect (Haris, 2019). In relation to this, Mansyur (2018) highlighted that honesty should be taught to children starting from their early life using various methods and techniques. This assumption stems from the notion that honesty is the core aspect of life values; therefore, people must be honest in everything they do in everyday life including in running small scale industries.

Women in small scale industries also show their honesty. Like what Mrs. VL did as a woman owner of a small scale industry who has been in this business for 25 years. Starting from trial and error, finally seeing the prospect of the Kacang Tore small industry is good. Finally, together with her husband, Mr. Febry, they started this business by praying and working. They believe that efforts involving God will surely succeed. Here is Mrs. VL's statement:

“Growing from a trial and error, this business is now our main income source. At first, my husband and I thought that having this business will not result in a good outcome since our village is known as the producer of peanuts in Minahasa. Over time, we realize that our business significantly increases.”

It could be summed up that Kacang Tore small industry was simply the side job of Mrs. VL's family. As the business prospect swells up, the family decides to exert much effort on this venture and make it the primary income source. The survival of this business depends on both financial and social capital.

Social capital becomes an inseparable aspect for anyone running a similar business because many people are dependent on the business. Thus, a startup business, either small or large scale, requires social capital to thrive. Honesty embodies the social capital of the trust, which all business actors including women working in Kacang Tore industry need to develop.

The statements of Mrs. VL and Mrs. JW as women owners of the Small scale Industries reveal that:

“The first time I started this business, I must work hard. Adaptation to this job distressed me much because the processes were so complex and required adequate skills, beginning from cultivating plants to purchasing Kacang Tore. All these activities can run well if people have honesty.”

Mrs. JW also agreed that honesty is an inseparable element in all business activities. The statement above further elaborates the importance of honesty as the driving factor leading the business actors to provide the best of them, especially the best-quality peanuts.

The woman who owns the business is always trying to find raw materials of excellent quality. When getting low-quality peanuts, she will tell the farmers. Consequently, she will get a lower price than those of high quality. Certainly, the owner will buy the peanuts although the price is much lower. Honesty from the business owners leads the farmers to maintain the peanuts' quality. Honesty in terms of quality makes them more professional to become entrepreneurs of Kacang Tore. The owners of small scale industries must be honest about the quality of Kacang Tore when selling it to consumers. Honest information must always be given to consumers and whole sellers.

As the consumer of Kacang Tore, Mrs. RW explains that:

"I have been a loyal consumer of Mrs. VL for a long time. I live in Manado, but I also buy Kacang Tore made by Mrs. VL every time I return to Kanonang Village. She always tells me the truth about the quality of peanuts, which one is good and which one is not. Obviously, the price is different. Her honesty makes me happy so I can choose which product I want to buy."

The above statement emphasizes that the owner's telling truth about the quality of peanuts makes the consumer happy since she can choose. In other words, there is nothing to hide. This is certainly small scale industries' strength to ready themselves amidst the increasingly competitive peanut markets. Integrity refers to the quality, nature, or condition of the whole unit which acts as the potential and capability of authority and honesty.

Generally, integrity has three main meanings: (1) It is associated with honesty, (2) it is a balanced and orderly life, and (3) It also means ease in accomplishing tasks effortlessly. Integrity, based on the Ministry of Finance, reflects in attitudes and behavior, such as (1) honesty, sincerity, and trustworthiness; (2) transparent and consistent actions; (3) upholding the dignity and performing such disgraceful things; (4) being responsible for the assigned task; and (5) being objective.

An honest and authoritative leader will bring success to the business. A good example is the daily activities of Mrs. V and female workers in the Kacang Tore small industry. The activities they do mutually support one another. For example, a female worker, namely Mrs. AS, has been working in the Kacang Tore industry for years. Mrs. VL's authority and honesty inspire the workers as explained by Mrs. AS:

"Mrs. VL is our leader at Small Scale Industries. I've worked here for quite some time, and I have a pretty good relationship. Mrs. VL is our village head, one of the government leaders with a high position, in Kanonang 3 village. Her authority as a leader is visible in the way she protects us, the workers. What Mrs. VL ordered is what we followed without arguing."

What Mrs. AS says has implied that the authority of Mrs. VL can be seen in her daily. Mrs. VL's position as the female community leader makes the workers comfortable working with her. Her integrity serves as strength, so it will be much easier for her to find workers. When given duties and obligations, Mrs. AS will do dutifully because she believes that any responsibility assigned to her must be carried out perfectly.

Mrs. VL's self-integrity does not only exist in governmental duties but also in her small scale industries. She said "I am the head of Kanonang 3 village. In a decade, the responsibility for

serving the community shapes my authority and honesty in order that I am able to handle people with different personalities."

Honesty, sincerity, trustworthiness, and responsibility are Mrs. VL's primary capital to ensure her role as a government officer and business leader. What she does sharpens the sense of honesty and professionalism, which can be a source of inspiration for Indonesian women.

Network

Maintaining the Spirit of Collective Action

The unity of a society's individuals is seen as a source of formidable power. Dukheim emphasized the importance of the society in which a person resides in shaping and directing the development of collectivity and social activity. The term "collective action" refers to the coordinated efforts of an organized group to advance its shared interests and objectives via means such as cooperatives and labor unions.

As a part of a socio-economic theory, this notion primarily sees an individual as the center and social actions as intentional deeds of certain individuals (Faried, Basmar, Purba, Dewi, Bahri, & Sudarmanto, 2021). In small scale industries, all parties involved in the industries practice collective action. Mrs. VL always instills the idea of togetherness to reach a mutual objective, as she said "I could not run this business alone, therefore, I am always in contact with many people, such as farmers, female workers, or regular traders. They are the inseparable elements."

It is clear that togetherness enables the owner to produce maximum outcomes; thus, Mrs. VL holds tightly to the value of collective spirit in her business, so her business will provide many advantages for everyone. One of the workers, Mrs. ML, assures that they always work hand in hand during the business processes including drying, frying, sorting, and selling the products.

Collective action creates, maintains, and even changes the institutions (Asia, Sarwoprasodjo & Gandasari, 2018). All actions conducted by an individual should not be based on formal nor moral rationale only, but they are supposed to combine both rationales.

Creating Open Information and Accessibility

Information refers to data that is then accessed into more useful and meaningful entities for the receivers (Audrilia & Budiman, 2020). Similar to this notion, Hertati (2020) also points out that information is the outcome of data processing which results in more meaningful and useful objects for the receivers. Further, it reveals a series of facts that will be used to make any decision.

Information plays an important role in small scale industries such as professional employees, marketing, and other activities. The inaccurate information obviously leads to fatal consequences for the existing working system. Therefore, information can be perceived as the leading factor in the success of certain small scale industries. Following is the explanation from Mrs. JW, one of the owners of a small scale industry.

"To begin this business, I needed several pieces of information such as the supply of raw peanuts, the processing procedure, and the sales system. It was so hard to find the information but it became easier due to the kinship network. So the information is vital for everyone who wants to start this business."

Mrs. JW's statement indicates that open information which her seniors voluntarily have given her enables new entrepreneurs to begin their businesses. Sharing information becomes a pivotal aspect for entrepreneurs to develop their businesses. Accessibility is understood as the comfort and ease of land use locations to interact with each other. It highlights whether or not certain business locations can be reached by transportation network systems (Widiawaty, Pramulatsih, & Pebriani, 2019). The activities in Kacang Tore small industry are supported by good accessibility of raw materials and sales. This has been explained by Ms. VL:

“Obtaining raw materials is not a difficult thing to do because upon harvest season, so farmers will come and inform, asking to purchase their products. It is easy to access the location because the transportation network is in a good condition and the contour is flat.”

Mrs. JW also supports this statement by saying “Good infrastructure and transportation modes support the activity of buying the raw material and selling the product. We do not have any obstacles.”

The statements above good and fast accessibility in both raw material procurement and sales are possible to happen due to strategic location, transportation, and other infrastructures. Pertaining to this matter, Jayadinata explained that the government can stipulate some alternatives to improve the accessibility of a location; therefore, society can access social and economic services in any condition. These policies include facilitating individual mobility (to the working place, school, market, health center, and others), providing service to society (mobile service for health, mobile library, and so on), relocating the residents to a closer location to the activity center such as market, school, and others, adding more transportation service line, relocating activities (to be more accessible to the society), establishing policy on schedule (for various activities and scheduling for peak hours for schools, markets, medical centers, and others (Tumanggor, 2019).

Reciprocity

Collaboration and Knowledge Transfer

In general, collaboration can be defined as the relationship pattern and form in which individuals and organizations establish to share mutual engagement to share, take full participation, support, or reach an agreement to share information, resources, benefits, and responsibility in decision-making. This is useful to reach the goal or solve problems together. This notion is in line with another one that explains that collaboration can be specifically defined as “mutual engagement which is formed by certain participants in the attempt to solve problems” (Talitha, Rosdiana, Susilawati, 2019).

Setiawan and Saefulloh (2019) strengthened the definition as they argue that collaboration signifies the process in which various entities disseminate information, resources, and responsibility for certain programs which are designed, implemented, and evaluated to reach the final goal. Regarding Kacang Tore small industry, collaboration is important to ensure the success of the activities. It also enables the business owner to flourish the business. VL also establishes good relations with female workers by sharing information on the processing stage, saying “I always tell my workers some information before they start working. I show them how to fry the peanut, sort, and sell Kacang Tore. Sharing information becomes my responsibility as the owner of the business.

The business owner voluntarily shares the information, which then becomes additional value for all female workers. They do not find any difficulty nor do they seek information from another source. Mrs. AS supports this notion by stating,

“I learn how to process Kacang Tore. Initially, I did not know how to do it, but Mrs. VL taught me. Now I have good knowledge of how to process Kacang Tore, so my resource is useful to sustain this small business.”

The explanation above indicates that sharing resources is a part of a collaboration by which the two parties can reach the success of the business. Knowledge and skill gained as the outcome of the learning process in the past greatly influence the ongoing learning process. This activity is what is called knowledge transfer (Nofindra, 2019). Slameto formulates transfer as the influence of learning outcomes in the past on the outcome and learning process in the future.

Some education experts have formulated the definition of knowledge transfer. Despite the differences in sentence production and terms used, the experts agree that knowledge transfer is ‘influence transfer’ or the influence of ability and skills which have been mastered on the ability and skills which are going to be learned.

In the activities of small scale industries, free knowledge transfer is an inseparable aspect. It is seen from the activities of female workers who share what they know about Kacang Tore processing stage. Ms. JW as the business owner always patiently teaches how to process Kacang Tore to relatives, friends, and female workers.

“I share what I know with everyone who is willing to learn about it. When starting this business, I also learned a lot from other business owners. They were whole-heartedly teaching me what they knew, so I also do the same thing to others.”

This statement shows that free knowledge transfer becomes the strength for business owners to flourish their businesses. They do not keep new knowledge for themselves but share it with everyone. What they do can strengthen social capital in Kacang Tore small scale industry.

Giving Motivation and Empathy

Motivation in general is understood as the conscious effort to empower, direct, and maintain someone’s inner wish to perform such action to gain a certain goal (Emda, 2018). Motivation is a mental factor that leads and directs human behavior in any aspect, one of which is how one learns something. Motivation also implies a desire to activate, move, empower and lead individual behavior and attitude (Susanti, 2020).

Syaparuddin, Meldianus, and Elihami (2020) defined motivation as the process which signifies the intensity, direction, and perseverance to achieve a goal. Motivation begins with a physiological deficiency that leads to behavior or drives to obtain certain purposes or incentives (Uno, 2021). Setiawan (2019) argued that motivation refers to an inner condition which empowers someone to conduct such activities useful for achieving goals. One can use motivation as the driving force by which one performs such decisions for the success of life goals. Motivation reflects one’s desire which leads one to take such action to achieve what one wants in life (Dayana & Marbun, 2018)

Motivation is an important aspect to sustain Kacang Tore small industry since this industry can empower, direct, and maintain someone to keep working hard to achieve a life goal. The business owner motivates female workers and other employees as having been explained by Mrs. JW and VL:

“As the owner, I always motivate the female employees to work well before they start working that day. I motivate them by telling them to be strong when they start their business. I realize they have so many problems at home, so I always listen to them every time they tell me about their problems.”

Mrs. VL also supported this statement because she also motivates her employees as Mrs. JW has done. Mrs. VL always begins the day by motivating the employees with such encouraging words, which can lift the working spirit.

Those statements strengthen the idea that motivation from the business owner encourages the employees to work hard. Mrs. ML says that the employees always get motivation from the business owner before start working. The owner always motivates them to be strong to face problems, so they feel happy when working.

The statement also implies that motivation is an important aspect to ensure the success of a small scale industry. The industry will not sustain itself without the motivation of the owner and the female workers.

Empathy refers to the ability to sense other’s physiological and mental emotions in any condition. Biological changes happen when an individual shows his/her empathy to others. It has been generally known that the striking resemblance of physiological conditions between two people enables them to feel each other’s feeling much easier. Mardiyah, Yulianingsih, and Putri (2020) argued that empathy is about how people can feel or be sensitive to other people, which then defines what we will do next. It can be concluded then that empathy shapes our sensibility to others’ feeling and thought, and it can be used to make the right decision to solve a certain problem based on an appropriate emotional attitude (Arofa, Hudaniah, Zulfiana, 2018).

Rahayu dan Permana (2019) explained that several factors affect empathy, such as parenting style, personality, age, maturity level, socialization, and sex. Parenting style implies that parents who always teach their children the value of empathy and give examples to be empathetic become the role model shaping the children's behavior when they grow older. Besides, someone with a calm personality and high self-introspection are highly likely to have high empathy for others. Age suggests the older someone the higher the empathy. It happens because a grown-up has a wiser perspective on certain issues. The maturity level suggests that one’s ability to perceive something proportionally will determine his/her empathy. Also, socialization deals with the effort to grow certain values to others to gain the desired behavior. Additionally, by sex, a woman has more empathy than a man does.

In any business, empathy is an essential entity, for it shows someone’s ability to feel others’ emotions. It is expected that someone can provide mental support for other people in need. This empathy is an inseparable part of small scale industry. For example, when one of the female workers was in misfortune, the owner and her colleagues will support her by donating money or offering other help. This condition is explained by Mrs. JW saying, *“I always help the workers when they are in sadness or experience economic problems. This is my responsibility as the owner for my employees because I realized what I do will alleviate their burden.”*

Mrs. MP confirms that when she suffered from economic problems, she received help from Mrs. JW, the owner of the business. She said *“Mrs. JW always cares for me when I have any economic problems. It really helps me because I have no one to rely on. I was so grateful when Ms. JW lends me a hand to lessen my problem.”*

Preserving the Strength of the Value of Life, Religious Norms, and Culture

Social capital serves as an important value in running Kacang Tore small industry. In other words, the business will not thrive without social capital. Only certain people can utilize social capital. The real example is the social capital that female workers utilizes. They appreciate the value of their daily activities to have good performance.

Showing respect to others is also important in the business. Regarding this, Mrs. CR and Mr. JR explained “In running Kacang Tore small industry, my children and I always show respect to others. We have employees and also buyers, so we have to show our respect through words and attitude.”

Mrs. CR, the daughter of Mr. JR, also supports the statement. She said,

“In the family, our parents always teach us to give respect, an attitude which is inherited by the younger generation. We have a binding commitment to maintaining this value due to religious values, We are sure we can do many people since respect leads people to feel comfortable to be around us. We must develop good attitudes and words in the business environment.”

The statement emphasizes that long-standing values in religion and society are firmly held by Mr. JR and Mrs. CR, so they can protect and embrace all employees. Respect leads them to have good relationships because good words and attitude give strength to the employees. Moreover, the business owner is always willing to provide any solution to solve the problems of the employees.

One of the employees expresses their opinion, “I have worked for such a long time. I am happy working here because the owners have a good attitude. They never speak rudely, so they never hurt us. They give us respect and treat us like the family”. Appreciation and respect lift employees’ motivation to work. This value strengthens the bond between owner and employees, so they will develop good behavior based on the values they have learned.

Norashikin, Sidek, Johari, and Ishar (2021) stated that norms consist of understandings, values, hopes, and goals which a group of people hold and perform. The existence of norms in small scale industries is very important because norms enable a small scale industry to grow and flourish. In a small scale industry, norms/rules are not always written, but they have binding power. Anyone who violates them will receive sanctions. Rules are made in mutual agreement, so both parties must comply with them, for example, the rule about working hours. In a small scale industry, all activities begin at 8 a.m. and finish at 5 p.m. Everyone agrees with this regulation; therefore, all employees must work during working hours without any supervision.

Mrs. NB explained,

“I start working on time. I do not want to be late in working because it will disturb others. I am late only if something urgent happens. If so, I will inform the owner via phone call to tell him that I have something urgent. If I am late, I will work overtime. It shows my responsibility.”

Mr. MS also said,

“Yes, all workers are obedient to rules. They have been working for such a long time, so they know what they must do. I do not worry about this, nor do I supervise the employees. I believe they know the rule.”

Responsibility leads the employees and the owner to work diligently despite no supervision imposed upon them. They work together because they share the same opinion that they count on this business as their mainstay. Therefore, they must be hand in hand to sustain the business.

Mrs. CR explained,

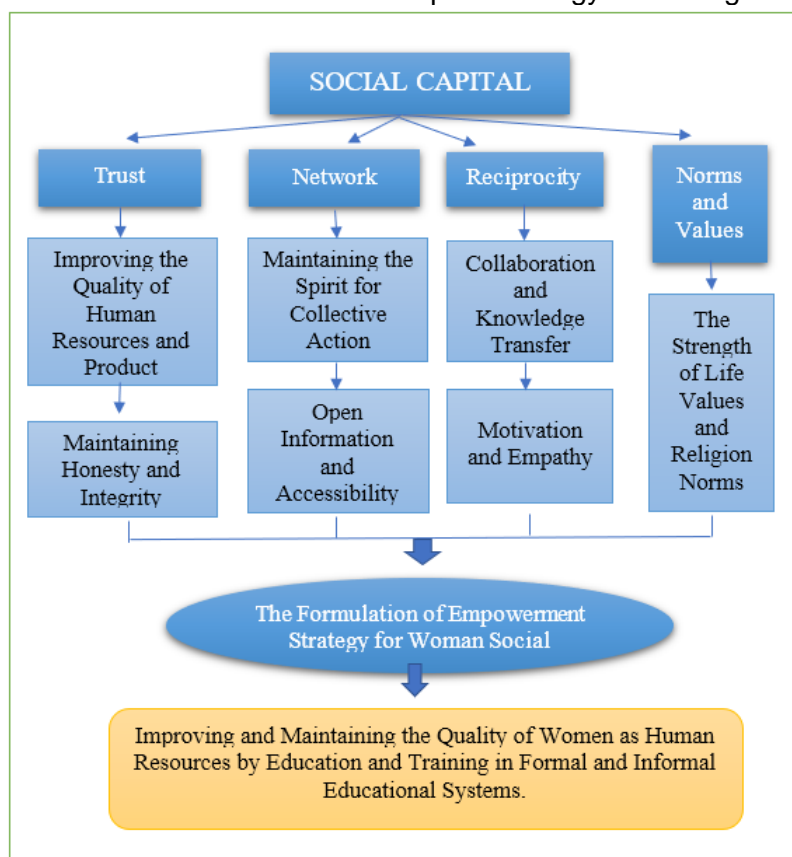
“Indeed I am the owner’s daughter, but I do not run the business recklessly. I realize that the violation of rules results in fatal consequences. Therefore, I comply with all the rules existing in Kacang Tore small industry, for example working hours or any business activities in this small industry.”

The statement highlights that all parties involved in the business including the owner must not break the mutual agreement or rules. It will be useful to maintain a harmonious working environment. The violation of the rules will bring significant impacts which ruin all activities in the small scale industry.

DISCUSSION

Various forms of social capital have been established by women social capital existing in Kacang Tore small industry due to some social relations such as trust, reciprocity, network, norms, and value of life. They work together to empower woman's strength in a small scale industry as explained in Figure 1.

Figure 1. The Formulation of Woman Social Capital Strategy in Kacang Tore Small Industry



Source: The Author’s Design, 2022

It seems that women who work in a small scale industry gain benefit from social capital which emerges due to social networks. Thus, it becomes a leading factor to sustain the industry. Social capital strategies found in social capital elements such as trust, network, reciprocity, values, and norms permeate and collaborate to form one unity. It aims to improve the quality of products and women as human resources. It is important because this strategy affects the sustainability of a small industry. Women no longer simply stay at home, but they also strive for better economic conditions. These female workers have various educational backgrounds. Some of them graduated from universities and some from high schools and junior high schools. It means that they have a good educational background. When they are trained, they can follow easily and implement the instruction. In addition, a small industry needs to be innovative to develop a product that can keep up with the advance in technology. It is expected that this strategy significantly develops the industry. In short, education is essential for the improvement of women as human resources in Kacang Tore small industry.

It is also to maintain honesty and integrity as they serve as a part of the social capital strategy. Honesty is the main aspect when someone starts and develops this business, as well as to be known to consumers. Good human resources must develop honesty to maintain their business. In short, when starting the activities, all female workers always remember that they must uphold honesty values.

It aims also to maintain the spirit of collective action. Togetherness is perceived as an important aspect to gain a collective goal because it is impossible to achieve what is desired if all parties are unable to work together. Therefore, all female workers will support and help each other; otherwise, social capital will gradually diminish. This collaboration can be seen from the production stage to the selling of products which involves all parties.

The strategies are to create open information and accessibility. Open information is an important aspect of the strategy to maintain a small industry. When everybody can access information, such as how to process Kacang Sangria, he or she will gain insight into how to start the business. Although starting the business is as easy as we think, the knowledge a former female worker gained from the business owner will help her to run her own business. Ms. VL and MS. JW are examples.

Creating collaboration and knowledge transfer is also the goal. These two aspects are inseparable because collaboration leads to the creativity of businesswomen. Collaboration completes their life since they can support each other. They also transfer their knowledge voluntarily to anyone without asking for something in return. Therefore, it enables someone to develop this business since all business owners never keep secrets from anyone. It is also to give motivation and empathy. These two factors are also important. Motivation in working place can serve as a strategy through which the business owner encourages the female workers to work diligently. Understandably, pressure coming from family and other aspects becomes an obstacle in a business. As a result, motivation and empathy are the remedies to alleviate the burden. It needs a personal approach to colleagues and business owners to relieve the pressure.

The strategies are to maintain the strength of values of life, religion, and culture. Life value can not be separated from human life, especially for female workers. They show noble attitudes such as showing respect, giving help, and showing appreciation. In addition, long-firmly held values passed down from generation to generation bind those female workers. These values cover all norms in society and religion which lead the workers and business owners to be faithful. Those are values and norms as social capital which help them to be the breadwinner of the family to maintain the stability of the family economy.

The strength of social capital that has been shaped after a long process needs to be maintained by all parties involved in the business, or else it will gradually disappear. It is obvious that every aspect has a weakness; however, the parties must be able to manage it into strength to survive. In Kacang Tore small industry, the owners have implemented various social capital strategies which should inspire other small businesses to thrive. What must be maintained and developed as a part of social capital is human capital, particularly women who must be perceived as active resources. The success of the small industry is also determined by the active participation of women as human resources. Therefore, in an attempt to enhance human resources quality, the government must pay more attention to women's empowerment because healthy, smart, and well-mannered women will result in high-quality products. In short, women as qualified human resources have more significant roles in domestic and business sectors. Women also have more benefits as employees due to increasing demand and offers in all sectors. Education and training are inevitably in the effort to improve the status of female workers since women with higher educational levels and more working experiences have more opportunities to be paid workers than those who do not.

Women face some obstacles to enhancing their capability due to femininity influences, financial situation, discrimination, the Homer effect, the Cinderella complex, and low self-confidence. Femininity influences occur due to the stereotypes that a woman is a weak creature. As a result, a woman has different treatment from a man. The financial problem has greatly reduced; however, society still upholds the assumption that a woman should be the last choice for getting an education. Discrimination in a working environment happens as the business owner prefers to hire male workers because they have longer working hours and more productivity. It means that female workers need some leaves for family matters such as pregnancy leave, maternity leave, and menstrual leave.

The Homer effect suggests that a woman is perceived to have more fear of success syndromes when she has to compete with a man. This syndrome causes a woman not to be able to show her optimum performance. However, this syndrome can be overcome if a woman has high education. Cinderella complex translates into women's tendency to be dependent and ask for protection. Besides, women often underestimate their abilities. They think that their success is a coincidence and a piece of luck instead of the result of their efforts. Concerning these various obstacles, some efforts must be made to enable women to optimize their potential. Therefore, the most important thing is to improve the quality of women, through family and institutional channels.

Education in the family is the first step to instilling basic knowledge. In addition, children need to learn positive values and norms, such as discipline, respect, politeness, perseverance, hardworking, and other traits that do not contradict the norms in society. Education can be provided through formal and informal institutions. Formal education starts from the primary school level to the university level. Formal education provides the basics of knowledge, theory, logic, general knowledge, and the ability to analyze and develop character and personality. Informal education can be done through training which becomes more important in economic activities as in the modern sector and traditional sector. Women who work and earn income can contribute to the household economy. It is also possible for them to improve family welfare.

In Kacang Tore industry, women show an important role to enhance family welfare. Therefore, both formal and informal education are considered essential for women to increase their resource capacity. As the pillars of the family, women's human capital can be maximized to sustain business activities, so the family welfare will increase. This capital should be a strength

for not only Indonesian women but also women around the globe to improve and maintain their abilities through education.

CONCLUSION

Women are economic resources who give benefits to the family. They determine the economic strength of the family. Therefore, women work with all resources they have. A stable job and steady income are the foundation for economic strength. Therefore, family economic resilience requires several strategies through the strengthening of social capital existing in the interaction of female workers. These social capitals are visible in all business production in a small scale industry including improving the quality of human resources and products,) maintaining honesty and integrity, maintaining the spirit of collective action, creating open information and accessibility, creating collaboration and knowledge transfer, providing motivation and empathy, and preserving and maintaining the strength of life values, religious norms and cultural values. The formulation of a strategy to strengthen women's social capital in small businesses can be done by increasing the resources of female workers and business owners through formal and informal education. Education is an important aspect of the development and survival of a business. This becomes a recommendation for women to improve their quality with good education to compete in the global world.

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DECLARATION OF CONFLICTING INTERESTS

We have no conflict of interest.

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