

# Women Empowerment in Culinary Micro, Small, and Medium Enterprises in Bali Province: A Literature Review

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## ABSTRACT

Women as one of the driving forces in the economic sector have a very important role in regional progress. Empowering and/or involving women in every economic activity is the main requirement for achieving gender equality. This can be interpreted as meaning that women's involvement in an organizational context has maximum involvement, both from women as leaders or women as members of the organization. The various involvement of women, especially in micro, small, and medium enterprises sector, is proof that women have equal rights in managing business. Women's empowerment in a business run, especially micro, small, and medium enterprises in the culinary sector, will be maximized if it is supported by the ability to manage their business in terms of having financial access, digital literacy skills, technical skills, and financial literacy skills.

**Keywords:** Micro, Small, and Medium Enterprises, Women's Empowerment, Culinary Sector

## INTRODUCTION

Women as one of the driving forces in the economic sector have a very important role in regional progress. Empowering and/or involving women in every economic activity is the main requirement for achieving gender equality. This can be interpreted as meaning that women's involvement in an organizational context

has maximum involvement, both from women as leaders or women as members of the organization. The various involvement of women, especially in the micro, small, and medium enterprises sector, is proof that women have equal rights in managing business. This can be seen from the role of women who are directly involved in developing a business which has an attachment to the business so that maximum empowerment can be realized. Engagement in this case is defined as the involvement of women which is supported by the role of women as business leaders in order to build communication and manage work in accordance with organizational goals, especially in micro, small, and medium enterprises. Empowerment is related to a more dominant role, where currently patriarchal behavior often becomes an issue which states that men play a more important role than women in an activity. Women do not have a maximum role due to attachment to patriarchal norms in their activities and do not have the power as strategic decision makers (Mawa, 2020). The same thing was conveyed by Ojediran and Anderson (2020) that women's empowerment in creating emancipation has not been maximized because it is still bound by patriarchal norms so that it becomes an obstacle in providing maximum roles, especially in business. Based on the data in Figure 1, the

role of women in participation in the world of work is still minimal, namely as follows:

Figure 1. Working Age Population, Labor Force, and Labor According to Gender in Bali (Million People), 2019



With a relatively balanced male and female population, the role of business fields that are able to absorb female workers seems to be necessary. Based on the August 2017 Sakernas in the 2019 Bali Province Central Bureau of Statistics report, it was recorded that the number of working age population between men and women was relatively balanced. However, if we look at labor force participation and the working population, women's participation is lower than men's. In general, women are naturally limited by their role as mothers and wives who spend more time taking care of the household. This seems to limit the role of women in economic activities, especially formal ones. The process of women's empowerment can be seen in business or enterprise activities where the majority of them are occupied by women either as leaders or members in a business organization, so this can be said to be an opportunity for women to have the same opportunity to improve their welfare. The importance of women's empowerment in a business really depends on the context in which the empowerment will be carried out so that it can produce a competitive advantage for women in carrying out activities, especially in business management. Competitive advantage is needed as an important thing because it will create a difference that contributes to businesses managed by women. This is as stated by Andriamahery and Qamruzzaman (2022) where it is stated that women can

have high capacity and participation if they have a competitive advantage within themselves in creating sustainability in the business they run, especially in the micro, small, and medium enterprises sphere. Data from the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia states that in 2021 there will be more than 65 million micro, small, and medium enterprises units contributing to 6% of the national economy. As many as 64% of micro, small, and medium enterprises in Indonesia are women. This means that empowering micro, small, and medium enterprises also means empowering women. Data from the Coordinating Ministry for Human Development and Culture of the Republic of Indonesia states that micro, small, and medium enterprises in Indonesia have resilience in facing the pandemic, have the potential to go online and become motorbikes new economic growth. Based on the explanation of this data, it is supported by the results of Marthalina's research (2018) which states that women's empowerment in supporting micro, small, and medium enterprises in Indonesia has enormous potential and must be optimized with training regarding entrepreneurship, product innovation and management to improve skills, achieve high productivity, and have educational value and competitiveness. The same thing was also explained by Digan et al. (2019) who stated

that women's empowerment is a perception and ability in managing a company. Building the capacity of women to achieve empowerment in business organizations cannot be separated from the competitive advantages possessed by women as a condition for creating equality and competitive advantage. As stated by Malik et al. (2023) and Jati et al. (2021) who emphasize the strategic value of a company's internal resources and capabilities in gaining long-term competitive advantage where the knowledge and skills of business actors have

implications for how companies choose, use, manage, and dispose of the resources that will be selected in creating business sustainability.

The development of micro, small, and medium enterprises in Bali Province has very rapid potential. Micro, small, and medium enterprises sectors that have the potential to develop are the crafts, culinary and fashion sectors. Specifically for micro, small, and medium enterprises in the culinary sector, the role of women can be seen in Table 1:

Table 1. Number of Women Micro, Small, And Medium Enterprises in the Culinary Sector in Bali Province, 2022

<i>Number</i>	<i>City or Regency</i>	<i>Number of Culinary MSMEs</i>	<i>Number of Women Culinary MSME Entrepreneurs</i>	<i>Percentage (%)</i>
1	Denpasar	81	31	38,27%
2	Badung	40	19	47,50%
3	Tabanan	9	5	55,56%
4	Klungkung	30	8	26,67%
5	Karangasem	10	3	30,00%
6	Bangli	15	2	13,33%
7	Gianyar	3	2	66,67%
8	Buleleng	161	72	44,72%
9	Jembrana	26	7	26,92%
<b>Total</b>		<b>375</b>	<b>149</b>	<b>39,73%</b>

Source: Data Processed from the Creative Economy Bali Province Tourism Office (2022)

Based on Table 1, it can be explained that out of a total of 375 active culinary businesses in the Bali province, consisting of 8 districts and 1 city, there are a total of 149 female micro, small, and medium enterprises in the culinary sector. In the data it can be described in percentages that the dominant average of micro, small, and medium enterprises in the culinary sector is in the Denpasar, Badung, Gianyar and Tabanan areas at 52.00% and for the Klungkung, Karangasem, Bangli, Buleleng and Jembrana areas it is 28.33%. This can be explained by the percentage of 28.33% in areas outside Denpasar, Gianyar, Badung and Tabanan, the level of women's involvement in running micro, small, and medium enterprises in the culinary sector is still very low.

## LITERATURE REVIEW

### Resource Base Theory (RBT)

Resource-based theory discusses how companies can achieve competitive advantage by developing and analyzing the resources they have, which highlight the superiority of knowledge or economies that rely on intangible assets. Wernerfelt (1984) explains that according to resource-based theory, companies will increasingly excel in business competition and obtain good financial performance by owning, controlling and utilizing important strategic assets (tangible and intangible assets). A potential strategy to improve company performance is to combine tangible assets and intangible assets. The main goal of a knowledge-based economy is to create added value.

The assumptions of this resource-based theory explain that a strategic asset involves

explicit and implicit knowledge embedded in the unique skills, knowledge, resources, and ways of working of a company. These intangible resources are more likely to function as a source of competitive advantage than tangible resources because knowledge-based resources are embedded in the unique skills, knowledge and ways of working that leaders must possess in managing the Company (Foss, 1997; Molloy et al., 2011).

### **Pecking Order Theory (POT)**

The pecking order theory put forward by Myers (1984) uses the premise that there is no specific target debt to equity ratio where there is only a hierarchy of funding sources most preferred by the company. The essence of this theory is that there are two types of capital, external financing and internal financing. This theory explains why profitable companies generally use small amounts of debt. This is not because the company has a low debt ratio target, but because they require little external financing. Companies that are less profitable will tend to use greater debt for two reasons, namely; (1) internal funds are insufficient, and (2) debt is the preferred external source. Therefore, the pecking order theory creates a hierarchy of sources of funds, namely internal (retained earnings) and external (debt and shares). In the pecking order theory, managers or business owners are consistent with the main goal of their company or business, namely creating maximum profits. This theory states that companies tend to prefer funding that comes from internal to the company rather than external. The use of external funding is carried out if the company's internal funds are insufficient.

### **Theoretical and Empirical Studies**

Women as subjects are empowered to have a high level of participation as drivers of business, especially micro, small, and medium enterprises, which need to have specific knowledge that must be mastered in order to increase the role of women's

participation in the world of business and business. Women need to have strategic abilities in financial and technological aspects as entrepreneurs in an effort to create women who are strong in maintaining their business (Sihotang et al., 2020; Quagraine, 2020).

The skills that women must have are in the digital field. Collaboration between digital technology programs and women's entrepreneur associations is considered to build and maintain business sustainability (Orser et al., 2021). Sujarwo et al. (2022) said a similar thing in their research on the scope of women in tourism activities that technology can be used by women in tourist villages to expose their culinary products. The technology used to improve women's skills in tourist villages is through the introduction and examples of several social media applications that can be used for tourist attractions. It can be concluded that women must be encouraged to be digitally literate and be able to access various learning resources.

There are several things that must be considered in terms of the role of empowering women as subjects or women entrepreneurs, apart from resources in the technology sector, but also in terms of access to finance. Andriamahery and Qamruzzaman (2022) stated that access to credit is an important facility in the development of women entrepreneurs to increase income and sustain the profits that have been achieved for their businesses. Apart from that, technical skills are needed in an effort to empower women in the business sector, especially small and medium businesses. Tajpour et al. (2022) explained that the importance of technical capabilities possessed by business actors in developing knowledge (creation, sharing new knowledge, and application) in creating a sustainable business.

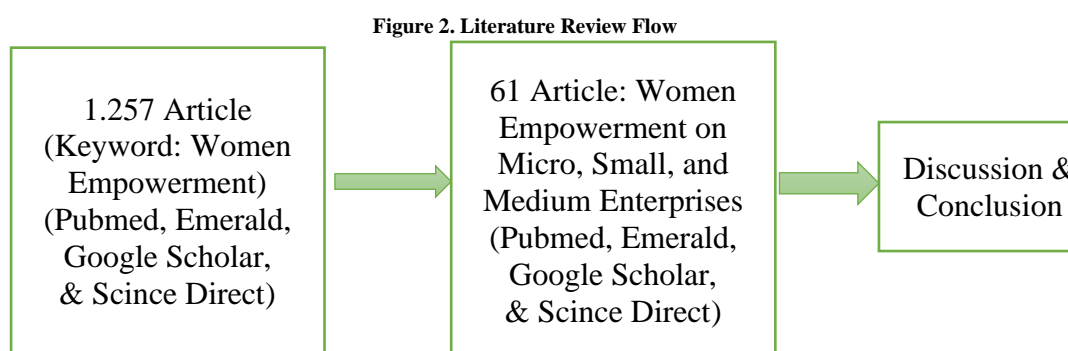
Apart from women's abilities in terms of digital literacy, the ability to gain access to finance, more specific digital-based technical abilities must also be supported by women's understanding of financial literacy.

Tumba et al. (2022) explain the importance of financial literacy as an ability and skill in managing financial components such as financial knowledge, financial forecasting and bookkeeping in business activities. In order for women's empowerment in relation to the business world and business to have a high level of participation, it requires the support of a leadership style that is able to create strategic decisions and transform intellectual-based support and is able to

provide positive feedback to subordinates as an effort to achieve organizational goals (Hwangbo et al., 2022).

## METHODS

This study was carried out by means of systematic mapping (literature review) regarding women's empowerment in business, especially in micro, small, and medium enterprises.



In Figure 1, it can be seen that 61 research articles were evaluated from various online information sources, namely: Pubmed, Emerald, Google Scholar, and Science Direct. Searches were carried out using keywords according to the topic, namely women's empowerment. The publication years of the articles used for the literature review were 1984 to 2023. Based on the results obtained, they were analyzed and discussed to produce conclusions.

## RESULT AND DISCUSSION

This literature review also considers resource-based theory and pecking order theory to conceptualize a research model in measuring the relationship between financial access and women's empowerment.

Resource based theory was adapted in this literature review to explain the process of empowering women in managing businesses, especially culinary micro, small, and medium enterprises in Bali. Where the relationship in this theory can be explained is that to maximize women's involvement in business, especially micro, small, and

medium enterprises, competitive resources are needed so that they have different outputs from other businesses and need to be supported by the ability to make decisions and create professional business management.

Apart from resource based theory, another theory used to explain the conceptual model of this research is pecking order theory (POT), where this theory was developed based on the phenomenon that has been explained, namely that women are currently still powerless in running a business due to a lack of knowledge regarding financial markets and the inability to obtain external loans, where in the pecking order theory (POT) it is explained that funding sources must be selected in a structured order based on the type of business being run. Thus, women facing a funding crisis seek funding from friends, family, and relatives and maintain income to protect assets, loans, and institutions to improve women's performance in business.

The relationship between resource based theory and pecking order theory (POT) can be explained that business owners will

prefer funding that comes from internal sources in the form of retained earnings as the first alternative. If this source is insufficient, then the business owner will use external sources in the form of debt and if it is still not sufficient, the manager will issue new shares so that the ability to manage this is needed in this research which leads to financial health and financial literacy is a competitive advantage that must be understood and controlled by the business owner (Umrie, 2017; Andriamahery and Qamruzzaman, 2022).

Women's empowerment can be realized if it is supported by educational values and high competitiveness. Women in their participation in supporting business progress need to have strategic advantages in financial, technological aspects and the ability to manage human resources in managing businesses (Sihotang et al., 2020). Based on the results of research conducted by Andriamahery and Qamruzzaman (2022), to encourage women, especially female entrepreneurs, to have sustainable businesses, women must have knowledge related to access to financing, technical knowledge and financial literacy as important things in empowering women broadly. Nowadays, the dynamic environmental conditions that a business or venture must face are closely related to the development of the digital world. This specifically demands greater involvement of women to create competitive advantages based on digitalization. Marini et al. (2020) stated that women's empowerment through digital literacy is focused on five abilities in the process, namely; access, analyze and evaluate, create, reflect, and act. The same thing was also expressed by Mangla (2021) and Karyotaki et al. (2022) who stated that digital literacy is the ability to use information technology which has a positive impact on increasing involvement and developing women's creativity in a business. This is different from what was expressed by Han (2018) who stated that women's digitalization abilities were claimed to provide potential, opportunities, and new

things for women's activities, but failed to create women's empowerment that met expectations. It can be concluded in this explanation how women have an advantage in understanding the digitalization process through less than optimal digital literacy.

Women's empowerment can run well in the business or entrepreneurial sphere. Apart from having advantages in the field of digital literacy, financial access is also needed. Financial access in empowering women in the business sphere is to provide convenience in the field of obtaining working capital with the aim of making women financially independent. As stated by Sajuyigbe et al. (2021) and Khan et al. (2022), the effectiveness of women in business must be supported by the ability to have access to finance as a holistic mechanism for women's empowerment, which means that women have a greater dominant role in the development of a business so that increasing women's capacity in business management, especially in micro, small, and medium enterprises. Another statement was also expressed by Andriamahery and Qamruzzaman (2020) where it was explained that to overcome problems in empowering women is to increase women's ability to gain access to finance to develop their businesses. A different opinion was expressed by Islam and Hoque (2020) in the results of their research which stated that access to financing for micro, small, and medium enterprises managed by women does not have a significant impact. The same thing conveyed by Atarah et al. (2021) stated that women involved in business often experience problems with their ability to gain access to finance so that the impact is using financial resources from personal savings or loans from family members and close friends due to a lack of ability in gain access to finance.

Other abilities that women must have in order to increase their participation are technical skills and financial literacy. Technical skills (technical know-how) in this case are women's behavior and ways of

acquiring digital skills so they can keep up with developments in digitalization (Olsson and Bernhard, 2020). Technological capabilities are a term that includes computer systems, internet networks, software used for data distribution and processing, exchange, storage, and use of information (Aruna and Sunil, 2020). In line with the results of research conducted by Jrall (2022) which states that technology, especially information, technology and communication, can be used as an opportunity, especially when combined with technical skills mastered by women and the potential for a substantial positive impact on their welfare. Technology plays various roles in supporting capacity and resource development among women. It is revealed that the use of technology, information, and communication interventions can help in carrying out business activities (Mackey and Petrucka, 2021). An important thing is also expressed in the results of research conducted by Sharif et al. (2021) which states that the relationship between technical ability and women's empowerment is very strong because this is a strong driver by ensuring that women can carry out activities and have a high level of participation through technological facilities as well as skills training in improving technical competence in the field of technology.

Efforts to empower women to have a high level of participation in the business sector, especially micro, small, and medium enterprises, as previously explained, can be supported by several important aspects that must be considered, namely the ability to master and explore knowledge through digital literacy, ease of access to finance and having technical skills for implementation digital-based programs, another aspect that needs attention is understanding and knowledge through financial literacy. As expressed by Andriamahery and Qamruzzaman (2022) and Abima et al. (2021), creating empowerment for women in a business requires several skills in terms of digital literacy, financial literacy,

technical abilities, and skills to gain financial access.

Financial literacy is widely considered to be an important component of an individual's background to contribute to making relevant financial decisions such as in financial planning, wealth accumulation, debt, retirement, and investment decisions (Oggero et al, 2020). Financial literacy is the level of financial knowledge and skills of entrepreneurs and members of organizations to adopt policies and as a guide to monitor strategies in managing business financial resources (Pandey and Gupta, 2018). Financial literacy has a significant impact on women's economic empowerment so that it can be explained that the ability in financial literacy is an effort to focus women on knowledge of managing finances through literacy which can be considered a significant determinant of women's empowerment, especially in business (Chetri, 2022). In contrast to what was stated by Sutrisno et al. (2022), women's involvement in business in Indonesia is still not optimal in running small and medium businesses in the food and beverage sector. The challenge they face is a lack of managerial ability, especially in controlling company finances. The competitive advantages possessed by women, such as ability in digital literacy, financial access, technical ability, and financial literacy skills in the process of empowering women in a business or business, is something that needs to be supported by a leadership spirit in the context of entrepreneurship as encouragement for women themselves. Entrepreneurial leadership is the behavior of influencing others to achieve goals through effective communication by recognizing opportunities and sharing a vision about the organization's future possibilities in maintaining competitiveness and managing resources (Fontana and Musa, 2017). Leaders who are able to manage resources are the key to success in implementing digital transformation. Apart from that, strategic flexibility that comes from the

workforce and dynamic capabilities is also a determining factor in creating digital transformation in small and medium enterprises (Fachrunnisa et al., 2020).

The role of women in managing a business is very closely related to the leadership style applied in a business, apart from the support given to women's ability to master digitalization, another thing that women also need to pay attention to in an effort to grow a bigger role is related to women's ability to obtain financial access. As stated by Dixit et al. (2021), women's empowerment in creating financial independence needs to be balanced with the ability to implement entrepreneurial leadership roles. Entrepreneurial leadership character is needed so that competitive advantage is created in women, especially in their involvement in the business world, which is a strategy as an effort to face dynamic conditions. Another thing that also needs to be managed well through the implementation of entrepreneurial leadership is the technical ability and ability to make decisions related to finance (financial literacy) among women in supporting a business process. The technical abilities in question need to get support from leaders as stated by Henry et al. (2015) that business owners have a role in developing their technical skills for operational efficiency and motivation in completing work. Meanwhile, the role of entrepreneurial leadership in developing knowledge related to financial strategic decision making is very important.

Abima et al. (2021) revealed a positive relationship between digital literacy and women's attitudes. So the researchers concluded that digital literacy positively influences women's attitudes in adopting digital technology. Information technology, especially smartphones, has proven useful in increasing awareness among women. Women's high level of interest in various aspects of life, security and rights is increasing and women are becoming more independent with the use of smartphones. Smartphones not only provide an effective

source of information, but also act as a security shield (Mangla, 2021). Another opinion was conveyed by Chakraborty and Biswal (2023) who explained the significant influence of understanding digitalization (social media) in women entrepreneurs on their digital entrepreneurial intentions which in turn had an impact on the psychological empowerment of women themselves.

The development and empowerment of women's entrepreneurship is greatly influenced by access to capital, one of which is credit facilities as a very important attribute. The capacity to obtain financial services, such as credit, deposits, payments, insurance, and other risk management services, is critical to operational expansion and financial stability (Aliyu et al., 2019; Alene, 2020).

Women's empowerment related to the development of the business world cannot be separated from the role of women's ability as entrepreneurs to have access to capital because this will have an impact on the business they run (Andriamahery and Qamruzzaman, 2022). In line with the research results presented by Pandey and Gupta (2018) that access to credit, which is part of financial access, has a significant influence on the sustainability of women's empowerment.

Technology and especially ICT can be an opportunity, especially when combined with the technical skills that women demonstrate and the potential for substantial positive impact on their well-being (Jrall, 2022). Technical capabilities in technology play various roles in supporting the development of women's capacities and resources (Mackey and Petrucka, 2021). Empowering women is very important by ensuring them that they can do anything and everything they want to do through technological facilities as well as skills training in improving technical competence in the field of technology (Sharif et al., 2021).

Financial literacy has a significant impact on women's economic empowerment among rural communities. However, when considered in separate dimensions, financial



well-being and control over time allocation have a significant impact on financial literacy among rural women. Therefore, researchers conclude that financial literacy can be considered a significant determinant of women's economic empowerment (Kumari et al., 2022). Chetri (2022) expressed the same thing that the best way to empower women is through financial literacy. Women becoming an integral part of society and families will create confidence in financial literacy to manage their funds and have an impact on economic development.

In the process of empowering women in the business sphere, especially in micro, small, and medium enterprises, as previously explained, there is a need for financial access, digital literacy skills, technical skills and financial literacy. Another thing that needs to be considered is behavior in managing the business namely entrepreneurial leadership behavior. Dynamic leadership is the key to success in implementing digital transformation. In addition, strategic flexibility, which comes from a dynamic workforce and capabilities, is also a determining factor in creating digital transformation in small and medium enterprises fast leadership followed by strategic flexibility in playing a significant role in the successful implementation of digital transformation (Heryanto and Leng., 2021). Entrepreneurial leadership can help organizations create opportunities to develop knowledge in terms of digitalization (Wu et al., 2021). This is supported by the research results of Aristana et al. (2022) that entrepreneurial leadership has a significant influence. strong in developing information technology in a business. Entrepreneurial leadership has a strong relationship to the formation of digital-based creative businesses (Novel and Alexandri, 2023).

Ibrahim et al. (2022) explain that entrepreneurial leadership has a significant influence on financial access, because financial access is the ability to manage strategic finances for a business so a

leadership role is needed that is able to encourage micro, small, and medium enterprises business performance in a better direction. The same thing was conveyed by Sawaeen and Ali (2020) who explained that entrepreneurial leadership has a positive and significant influence on organizational performance, one of which is financial performance in terms of ease of obtaining access to capital. Megawaty et al. (2022) also stated that entrepreneurial leadership will have a positive impact in making decisions, seeing opportunities, and managing all existing resources in small and medium enterprises organizations, including financial and capital management.

Entrepreneurial leadership has a strong relationship in forming innovation models by prioritizing technical capabilities (Phangestu et al., 2020). The success of an entrepreneurial leader depends on the knowledge possessed by the entrepreneur. Every organization needs a lot of knowledge to improve technical capabilities to seize opportunities to win the competition (Riana et al., 2020). This is reinforced again by the results of research conducted by Nguyen et al. (2021) where it is stated that entrepreneurial leadership through the full mediation of team creativity, dynamic capabilities and competitive advantage can improve the performance of small and medium enterprises. Technical ability really depends on how the leader provides direction regarding implementation in the organization, such as the results of research by Purwati et al. (2021) where it is stated that leaders must have more capabilities in terms of technology because this will increase creativity in the organization.

Liu et al. (2021) stated that leadership within a company or organization has a strong role in increasing knowledge of financial aspects, especially in investment decisions that have high risks and can support innovation within the organization. Another thing was also conveyed by Tuffour et al. (2022) where leadership behavior originating from the individual himself can influence financial and non-

financial capabilities within the organization. Therefore, capacity building programs are recommended to improve financial management capabilities among small business owners.

## CONCLUSION

The conclusion of this literature review is that the process of empowering women in managing businesses, especially in micro, small and medium scale businesses, must be supported by good knowledge and leadership style. The knowledge referred to is how women entrepreneurs must be able to have access to good finance to obtain business capital, then the ability in digital literacy as a support for maintaining the market for the business they run (digital-based competition), ability in the technical implementation of tools based on information technology to create quality businesses and the ability to manage finances in terms of financial literacy, of course all the things described must be managed with leadership behavior possessed by women, in this case, namely entrepreneurial leadership to be able to create opportunities and manage the risks that exist in facing competition, especially in micro, small, and medium enterprises in the culinary sector in Bali.

## Declaration by Authors

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